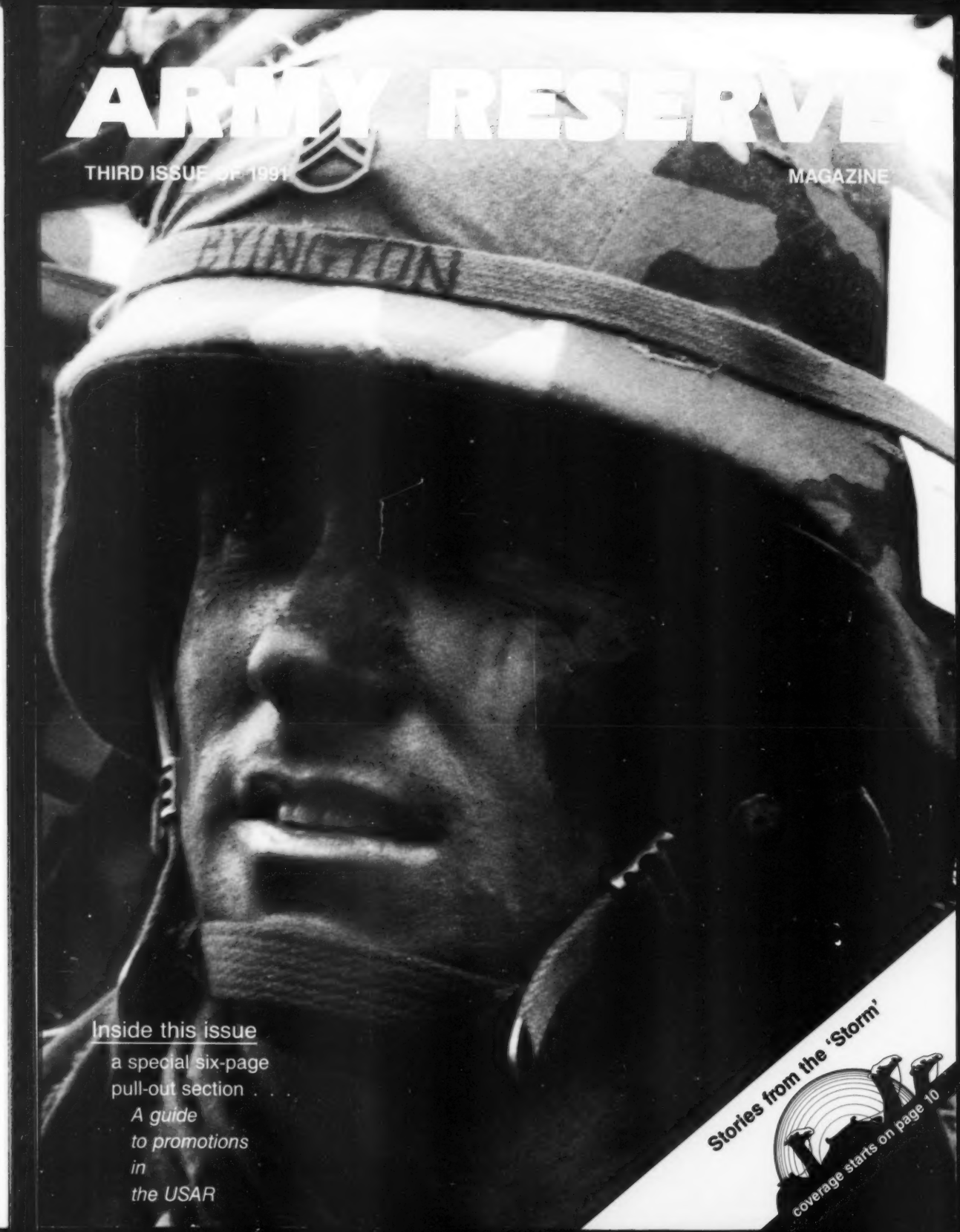
ARMY RESERVE

THIRD ISSUE OF 1991 MAGAZINE



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a special six-page pull-out section . . .

A guide to promotions in the USAR

Stories from the 'Storm'

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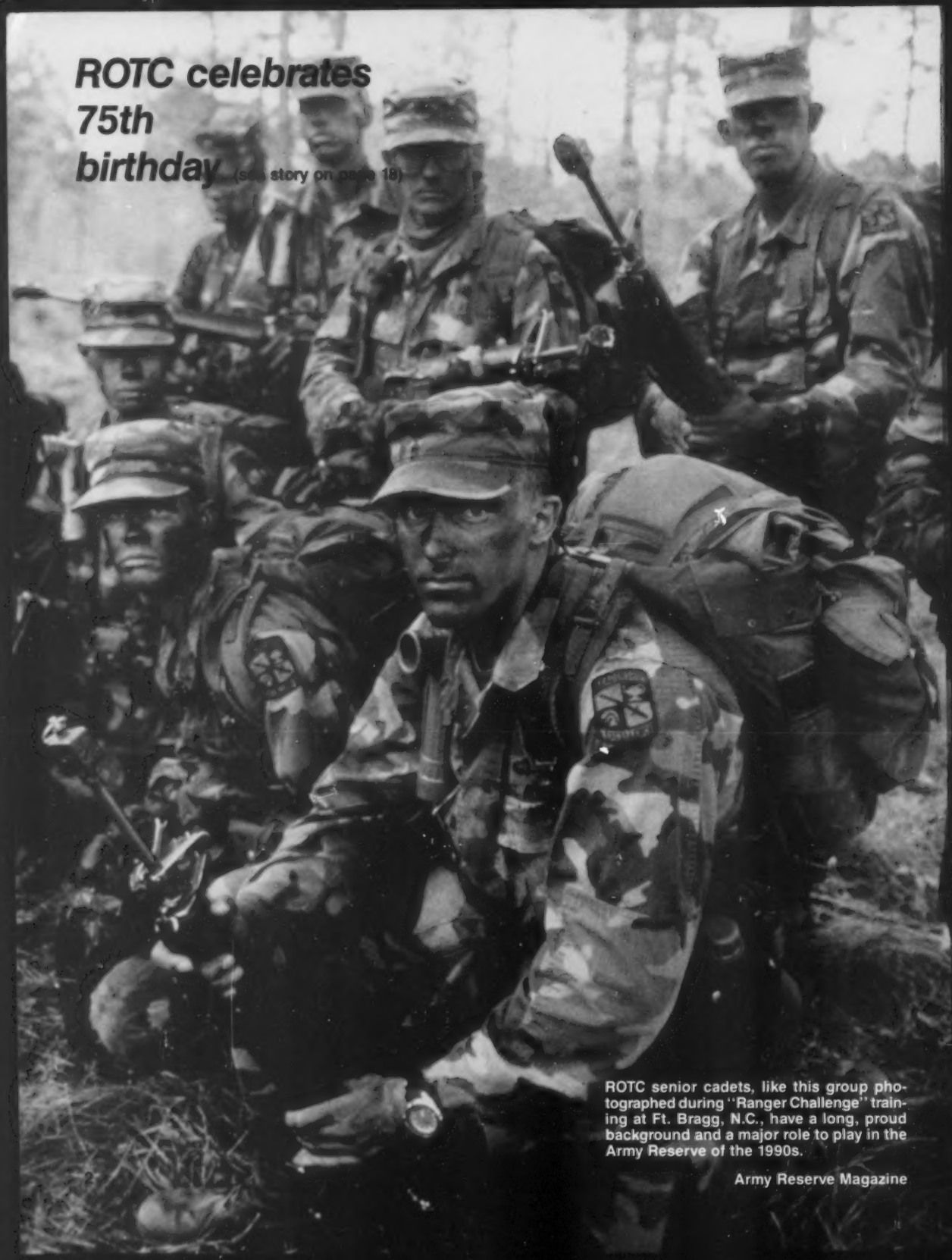
ROTC celebrates 75th birthday

(see story on page 18)



ROTC senior cadets, like this group photographed during "Ranger Challenge" training at Ft. Bragg, N.C., have a long, proud background and a major role to play in the Army Reserve of the 1990s.

ARMY RESERVE Magazine

Volume XXXVII
Number 3

Contents

"The Secretary of Defense shall require the complete and current dissemination to all Reserves and the Public, of information of interest to the Reserve Components"
Section 2768, Title 10, U.S. Code

Major General Roger W. Sandler
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New Chief, Army Reserve

Maj. Gen. Roger W. Sandler is sworn in as the eighth Chief, Army Reserve, as well new commander of the U.S. Army Reserve Command in ceremonies at the Pentagon an Ft. McPherson, Ga.

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Stories from the Storm

A collection of stories featuring the key roles played by Reservists and reserve units in the Persian Gulf during Operation Desert Shield, Desert Storm and Provide Comfort.

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Translating reserve experience into dollars

A "how to" feature for those Reservists who may be seeking first time employment in the civilian sector or for those who are looking to parlay their military credentials into improving their position with their current employer.

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About our covers:

FRONT: **SSgt. Bennett L. Byington, 4th Psychological Operations Co., Sacramento, Calif., listens intently to the pre-brief being conducted before setting out with his team on the day-long Harvest Body VI competition at Camp Roberts, Calif. earlier this year. Look for the complete story elsewhere in this issue.** ***Photo by SFC Susan Larsen, 351st Civil Affairs Command. BACK:*** **The winning poster in the "What the Army Reserve Means to Me" contest announced last spring was drawn by Patrick Keenan, age 8, of Olean, N.Y. His father, SFC Michael E. Keenan, is a drill instructor assigned to the 98th Division (TNG), while his mom, Paula, is the division's family support group coordinator.**

USARC holds first change of command ceremony

Ft. McPherson, Ga. — Maj. Gen. Roger W. Sandler assumed command of the U.S. Army Reserve Command (USARC) from Maj. Gen. William F. Ward, Jr., in a change of command ceremony at Hedekin Field here on August 15.

Accompanied by the ceremonial sounds of music, the marching of soldiers, the firing of howitzers and honors to the flag, Ward passed the reins of command to Sandler in a ceremony hosted by Gen. Edwin H. Burba, Jr., Commander in Chief, U.S. Forces Command (USFORSCOM).

A soldier for 35 years, Sandler talked about his goals for his new job.

"My main focus is to make the Army Reserve, during this four years, an extremely valuable asset to the Total Force." He welcomed the opportunity to command the USARC and serve as Chief, Army Reserve.

"There is no question that the Army Reserve performed well during the Desert Shield and Desert Storm troop call-ups. It is incumbent upon us to maintain that edge." He went on to say, "Their performance — from mobilization to deployment to employment in the desert — was uniformly superb. Indeed, it was magnificent."

In his formal remarks, Burba paid tribute to Ward's more than 41 years of commissioned service, praising his contributions to the Total Army. Burba acknowledged Ward's singular efforts in establishing the USARC and lauded his selfless service as its first commander.

In his comments, the former CAR noted the significant progress the Army Reserve has achieved, culminating in the success of Operations Desert Shield and Desert Storm and Provide Comfort. He went on to address the challenges ahead for the Army Reserve. Major U.S. Army Reserve commanders, command sergeants major and other senior Army leadership and top Pentagon officials attended the ceremony. G. Kim Wincup, Assistant Secretary of the Army (Manpower and Reserve Affairs), represented the Secretary of the Army.

As the new CAR, Sandler is "triple-hatted." He serves as Commander of the USARC, Deputy Commanding General for Reserve Affairs of USFORSCOM, and as the Chief, Army Reserve.

By statute, the CAR also serves as the advisor to the Chief of Staff of the Army on Army Reserve matters and as Appropriations Director for the Operations and Maintenance, Army Reserve (OMAR) and Military Construction, Army Reserve (MCAR) financial accounts.

The first USARC commander, Maj. Gen. William F. Ward (left) and his successor Maj. Gen. Roger W. Sandler show off the new colors of the USARC following their change of command at Ft. McPherson's Hedekin Field in August. (Official U.S. Army photo)

Adjust fire!

In the last issue of **ARMY RESERVE Magazine**, on page 5, we ran a story on the bicentennial of the U.S. Constitution which incorrectly referred to the head of the *President's Commission on the Bicentennial of the Constitution* as Chief Justice (retired) Warren **Berger**. The correct spelling of the former chief justice's last name is **Burger**. We regret the error and any embarrassment or inconvenience it may have caused.

Additionally, on page 7 of the same issue, an incorrect telephone number was provided for those Reservists who may have questions on the new SGLI benefit. The correct DSN for inquiries is 699-2129 **not** 699-2139.

Sandler sworn in as eighth Chief, Army Reserve

Washington, D.C. — Maj. Gen. Roger W. Sandler was appointed to the position of Chief, Army Reserve on Aug. 1, in an early-morning ceremony held in his new office at the Pentagon.

Hosting the ceremony was Gen. Gordon R. Sullivan, Army Chief of Staff.

Sandler was sworn-in by the Judge Advocate General of the Army, Maj. Gen. John L. Fugh, as The Honorable Michael P.W. Stone, Secretary of the Army, and many other distinguished members of the Army staff looked on.

Maj. Gen. Roger W. Sandler

One of the last Korean vets serving

Outgoing CAR retires after 41 years of service

Ft. Myer, Va. — A retirement ceremony was held here at Summerall Field on August 28, to honor the retirement of Maj. Gen. William F. Ward as Chief, Army Reserve.

During the ceremony, General Ward received the Distinguished Service Medal, a Certificate of Appreciation and a personal letter from President Bush presented by Army Chief of Staff, Gen. Gordon R. Sullivan.

Ward's distinguished career spanned over 41 years of commissioned service, culminating in his appointment as the first commander of the U. S. Army Reserve Command in 1990 and as Chief, Army Reserve, from December 1986 to August 1991.

His outstanding leadership provided the direction and focus needed to improve Army Reserve military training and personnel management, resulting in significant improvement in the mobilization readiness of the Army Reserve and the Total Army. His active and reserve assignments over the years shaped his vision for preparing and equipping soldiers to support Total Army requirements during major conflicts and national emergencies.

His key assignments included Deputy Commander of the 356th Civil Affairs and 77th Army Reserve Commands; Commander of the 77th Army Reserve Command and Assistant Deputy Commanding General for Reserve Affairs (IMA), of the then U.S. Army Forces Command.

During his tenure as CAR, he was primarily responsible for the unprecedented improvements of the capabilities and overall improvement of USAR units and individual Reservists alike.

Personnel readiness increased by 21 percent in USAR units while equipment readiness rates saw a rise of 35 percent. Training readiness figures improved by 11 percent all while the USAR end-strength grew by over 26,000 soldiers and the number of troop program units increased by over 400.

Former Chief, Army Reserve Maj. Gen. William F. Ward (left) takes a minute before his retirement ceremony at Ft. Myer to chat with Army Chief of Staff, Gen. Gordon R. Sullivan.

(Photo by Lt. Col. B. R. Devlin)

Army Chief of Staff, Gen. Gordon R. Sullivan, presents a certificate of recognition to Elaine Ward, Maj. Gen. William F. Ward's wife, for her unflagging support of the Army Reserve and of her husband's efforts as its chief.

(Photo by Lt. Col. B.R. Devlin)

After his retirement ceremony, Maj. Gen. Ward, a former cavalryman, visited with an "old friend" at the horse stables of the caisson platoon of the Third Infantry Regiment (The Old Guard) on Ft. Myer, Va.

(Photo by Jerome Howard)

DANTES offers Reservists new way to earn college credit

Washington, D.C. — The Army Reserve has announced a new education program that will allow soldiers to study for college credit in the convenience of their own homes.

This new program, ***Education Today's Way***, is a selection of audio- and videotape programs. The programs are academically rigorous and expand opportunities for soldiers to acquire a college education by making higher learning more accessible and flexible.

These programs are ideal for the men and women of the Army Reserve and offer an alternative to traditional classroom instruction. Soldiers can select from over 30 programs covering a broad range of subject areas (business, english composition, literature, mathematics, natural and social sciences). The programs are shipped directly to soldiers' homes, thereby allowing maximum flexibility for them to study at their own pace, and in the privacy and convenience of their own homes.

The best part of all is the cost: NONE!

The audiocassette and videotape portions of the courses are provided free, and soldiers are encouraged to purchase the textbook and study guide that supports the audiovisual component. To actually receive college credit for the program, soldiers must successfully complete an end-of-course exam sponsored by the Defense Activity for Non-Traditional Education Support (DANTES). The exam is also provided at no charge and is administered by an Education Services Officer.

This program provides soldiers the opportunity to be more competitive for promotions, to earn college credits, to enhance their civilian opportunities, and to build and maintain high self-esteem.

For more information on this or other reserve component DANTES programs, contact the DANTES Reserve Component Advisor at DSN 922-1760 or commercial on (904) 452-1760.

'Storm' fares extended

Falls Church, Va. — The military Traffic Management Command has announced an extension of U.S. airlines' "Desert Storm Thank You Fares". The air carriers wanted to show their continuing support for service members still serving in the Persian Gulf and their families.

Most major airlines declared that they would extend the fares until December 15. Originally, the fares were designed to reward military personnel for their participation in **Operation Desert Storm**. It is due to the large number of soldiers remaining in Southwest Asia that the carriers extended the period to allow them to take advantage of the reductions which can save as much as 70 percent off regular fares.

The carriers are granting the special discounts to all active military personnel, activated Reservists and guardsmen and their immediate family members.

USAR CIOMR team wins

Washington, D.C. — Four of six U.S. teams placed in the top ten of their respective categories in the Interallied Confederation of Reserve Officers/Inter-Allied Confederation of Medical Reserve Officers competition, held in Fontainbleau, France during July.

Forty-five teams from 11 NATO countries participated in the event which tests the physical readiness, land navigation, marksmanship and medical first aid skills of Reserve officers.

The USAR's 2nd Lt. Jim Benning finished first in his category and third overall.

Reserve officers interested in competing in 1992 should call Lt. Col. Jon Nealon at DSN 226-3919 or commercially at (703) 696-3919.

Monthly educational benefit hiked for Reservists

Washington, D.C. — Army Reservists will be among those who will pocket an extra $30 monthly in educational benefits effective on October 1, courtesy of recent Congressional legislation.

According to Lt. Col. Julia Cleckly, Reserve Forces Incentive Program Manager at the Pentagon, the monthly benefit will increase from $140 to $170. That brings the maximum benefit per soldier to $6,210 over a 36-month period.

"In October, all new applicants for educational benefits will receive the increased rate," said Cleckly. "Those already in the program will have the benefit amount raised."

A soldier must enlist or reenlist in the Army Reserve or National Guard for a minimum of six years to become eligible. To obtain the maximum benefit, a soldier must be a full-time student. Students carrying less than a full academic load receive a smaller benefit.

Unless otherwise continued by Congress, the increased benefit will end on October 1, 1993.

'Storm' vaccinations must be recorded

Washington, D.C. — Soldiers who were vaccinated against biological warfare agents during **Operation Desert Storm** should ensure a record of those immunizations is entered into their permanent health records.

Some soldiers were immunized individually, while others were inoculated along with an entire unit. A unit's supporting medical staff is advised to transfer the information into the Immunization Record (Standard Form 601) in each soldier's permanent health record and into the Public Health Service International Certificate of Vaccination, commonly known as the "yellow shot record".

Call for desert manuscripts

ARMY RESERVE Magazine is looking for a "few good stories and photos" about individual or unit experiences during **Operations Desert Shield** or **Desert Storm**.

While we are getting farther and farther away from the events and, therefore, fewer and fewer timely stories can be used, we are sure there are hundreds of good stories as yet untold.

Potential stories should be kept to about 1,500 words and accompanying black and white (or especially crisp color) prints will make the story even more marketable. We will also consider stand-alone color transparencies for our outside covers or single, thematic, black and white prints for our inside front and rear cover positions. It's a great way to get your name into "ink" and get some national coverage for your unit. Remember, we are the only magazine serving all Army Reservists' interests with a press run this issue of more than 634,000 copies.

Manuscripts can be submitted typed, double-spaced or as a WordPerfect (DOS), Word (MAC) or ASCII text-only file on 5-1/4 or 3-1/2-inch disks. The mailing address is **ARMY RESERVE Magazine**, 1815 N. Ft. Myer Drive, Room 501, Arlington, VA 22209-1805.

Interested writers and photographers should feel free to contact the editor, Lt. Col. Dick Devlin, at DSN 226-3962 or commercially on (703) 696-3962 to discuss the story idea.

As always, all material is offered without cost. Stories and photos will be credited and, if desired, returned as soon as possible after use.

OPM revises rules for vets seeking federal employment

by Evelyn D. Harris

Washington, D.C. — Qualified veterans can enter federal jobs up to GS-11, WG-11 or equivalents under rules revised earlier this year.

The Veterans Readjustment Appointment authority changed March 23, according to the Office of Personnel Management. Formerly, vets could be appointed to jobs no higher than GS-9 or the equivalent, a Department of Veterans Affairs spokeswoman said.

The appointment authority is a special hiring program that allows veterans to get federal jobs without having to take an examination or to compete with non-veterans. Appointees who successfully complete an initial two-year probationary period earn a permanent civil service appointment.

The new law also drops the limit on the amount of education an applicant can have. Before, vets with 16 or more years were ineligible. The program was created for Vietnam-era and disabled veterans, but now applies to post-Vietnam-era veterans as well.

The program's rationale is that the United States is obliged to assist veterans in readjusting to civilian life because, by virtue of their military service, vets lost career and educational opportunities, OPM materials state. Vietnam-era veterans who served more than 180 days of active duty, any part of which occurred between August 5, 1964, and May 7, 1975, are eligible if they have other than a dishonorable discharge and if they have either a service-connected disability or a campaign badge such as the Vietnam Service Medal. Eligibility time limit is 10 years after the vet's last discharge or December 31, 1993, whichever is later.

Post-Vietnam-era veterans, those who first became service members after May 7, 1975, may apply if they served more than 180 days of active duty and have other than a dishonorable discharge. Time limit is 10 years after the last discharge or December 17, 1999, whichever is later. Disabled veterans get preference for the program. The 180-day-service rule doesn't apply to them, nor do any time limits if the veteran has a disability of 30 percent or more.

To apply, veterans should contact the personnel office of the agency for which they want to work. Agencies recruit and appoint directly without getting a list of candidates from the Office of Personnel Management.

For more information, contact the nearest OPM area office.

Cash prizes offered

Military history writing contest opens

Washington, D.C — The Office of the Chief, Military History has announced the 1991 Military History Writing Contest.

Eligibility is limited to students attending the various officer advanced courses, in either resident or non-resident status, and the Sergeants Major Academy during calendar year 1991.

First Prize is $500 and publication of the work in ***ARMY HISTORY: The Professional Bulletin of Army History***. Second Prize is $250 and Third Prize is $100, or as the judges direct.

Interested soldiers should submit two copies of previously unpublished typed manuscripts of 2,000 to 3,000 words (seven to ten pages double-spaced). Documentation is required but footnotes and endnotes are not included in length. Graphics and illustrations or photographs should be submitted as if article were to be published.

Writers should include their social security number, their Sergeants Major Academy or advance course title, course number, and forwarding address.

Essays should develop a limited historical theme related to the Army. Some suggested topics might include analysis of World War II or Korean War battles and campaigns. (Note that this is the period of the 40th anniversary of the Korean War and the 50th anniversary of WWII.)

Others might include such topics as the Black experience during WWII, Korea, Civil or Spanish American Wars or a historical perspective on a leader, leaders, or leadership, training, logistics, desert operations, or chemical warfare. Fighting outnumbered and winning as in the Ardennes or Korea and historical perspectives on desert operations round out but a few of the possibilities.

All entries must be postmarked by midnight December 31, 1991 to the Center of Military History, ATTN: DAMH-FI (Writing Contest), Bldg. 159, SEFC/WNY, Washington, DC 20374-5088. Papers will be judged by a panel of military historians, using the criteria of usefulness to today's Army leaders, originality, historical accuracy, source-documentation, style, and rhetoric. Contest winners should be announced by the end of April, 1991.

The point of contact at the Center of Military History is Mr. Billy Arthur, DSN 335-2905 or commercially on (202) 475-2905.

Threat of mobilization no factor in retention decisions, study says

by Margaret C. McBride

Washington, D.C. — "I'm prepared to go to war," said an Army Reserve officer in Boston participating in a focus group study. "I knew when I joined that was always a possibility."

Most mid-career NCOs and company-grade officers, it appears, are committed to staying in the Army Reserve, and their commitment has not been affected by the recent mobilization and deployment due to the Persian Gulf War.

These are the findings of a study conducted by a research firm for OCAR last April.

Eleven focus groups in four cities were conducted to help determine if **Operation Desert Storm** would have a negative effect on retention of two groups of Reservists with traditionally low rates of attrition — mid-career NCOs and company-grade officers.

"I'm prepared to go to war. . . I knew when I joined it was a possibility"

Because most of these Reservists are married and employed full-time, the Army Reserve leadership was concerned that the commitment of these groups might suffer in the face of an increased likelihood of mobilization.

The volunteer participants included sergeants, staff sergeants, sergeants first class, first and second lieutenants, and captains, most of whom had not been mobilized. The four sites of study were Birmingham, Ala.; Boston, Mass.; Seattle, Wash.; and Minneapolis, Minn.

The study would indicate that most Reservists in the two groups will stay on, even through deployments or mobilizations.

see 'RETENTION' on page 24

The colonel and her court

Florida judge not ready to give up USAR yet

by Maj. Doni Houghton

Orlando, Fla. — It's not a job, it's an adventure! The slogan was written for Peggy Elizabeth Ready — whether in her role as Army Reserve colonel or as St. John's County judge.

At least once a month Col. Ready doffs her robes and dons her BDUs as deputy chief of staff for 143rd Transportation Command in Orlando, overseeing the business of trucks and boats. Almost any other weekday, you can find her presiding in county court as the Honorable Judge Ready.

Where did it all begin — the first lieutenant who became a colonel who became a lawyer who became a judge?

"I was a Red Cross 'Doughnut Dolly' in Korea," laughs Ready. "I poured coffee all over the men's hands instead of into their cups."

But there is nothing clumsy about the Arkansas-born, Mississippian with the sparkling eyes and an infectious charm.

Paid to travel

When she graduated from college, she joined the Red Cross and headed for Korea to support the U.S. Forces. "They paid me a salary to do all this travelling," says Ready. After Korea, she settled in New York City

Judge Ready

planning to be a great American playwright. But reality took over, and instead she became an editorial assistant for a publishing house. Then another tour with the American Red Cross taking her to Europe to become, possibly, the only woman in history to take a VW Beetle (alone, with no road map) from France to Morocco.

Her Red Cross experiences with all branches of the military prompted her to join the Women's Army Corps as a first lieutenant in 1965. "At that time they had only the branch that recognized gender and nothing that recognized teohnical expertise," Ready commented.

In 1966, she had the distinction to become the first WAC commander in Vietnam. "It was one of the greatest jobs I've ever had," she states flatly.

Mother hen

"I had 95 women about 19 years old in the middle of a combat zone. I learned very quickly how to be a mother hen." During her year in Vietnam, a number of the women in her unit, including Ready herself, were awarded the Bronze Star Medal.

In 1968 Ready was ordered to the WAC officers' advanced course and later took command of a 400-woman WAC company at Ft. Gordon, Ga., which she remembers as being

see 'JUDGE' on page 26

Volunteers repair computers

Electron warriors help out local school

by CWO3 Vincent DeCarla

Carney's Point, N.J. — Reservists from the 550th Military Intelligence Battalion have assumed the role of the proverbial cavalry in coming to the rescue of a local high school here, by repairing several computers the school had received as gifts from various sources.

CWO2 Vernon K. Stone, a Reservist serving on active duty with the battalion's headquarters and service company, and four members of his Electronic Warfare Equipment Repair Team are putting their talents to work by volunteering for a project repairing the computers so they can be used in the classroom.

Thus far the team has made eight operational. In these times of economic uncertainty, school districts everywhere are hard pressed to provide enough technological hardware for students to become computer-literate and for large business classes to have access to the terminals simultaneously according to Stone.

The individuals responsible for achieving this mutually beneficial liaison were MSgt. Harry Boyer, also a member of headquarters and service company, and a resident of Carney's Point, and Les Schnier, a computer instructor at the high school and at Salem Community College.

Stone, a resident of Pennsville, N.J., pointed to the fact that the members of his repair team normally work on a computer-based information system and that the repair work they have been performing for the high school is excellent training for their Army mission.

The members of the equipment repair team are SSgt. Gary Webster of Lindenwald, N.J.; Sgt. William Innes, of Collingdale, Pa.; Sgt. James Irwin, of Philadelphia, Pa.; and Spec. James Dobson of Schwenksville, Pa. The helpful quintet says it feels absolutely great about what it's able to do and is happy to put its combined talent to work for such a great cause.

Reservist graduates at top of Army's Master Fitness Course

Richmond, Va. — The Top graduate of the Army's Master Fitness Trainers Course at Fort Dix, N. J., and recipient of the *John 0. Marsh Award* is 1st Lt. Gregg S. Goldsmith, currently assistant operations officer for the 3rd Battalion, Training Support Brigade, 80th Division (TNG), headquartered in Richmond, Va.

Along with Goldsmith, four other 80th members also completed the two-week course. They are 2nd Lt. Clarence Dutton, 2053rd Reception Battalion, Baltimore, Md.; SFC David Potter and Capt. Lenobio Toledo, both of the 3rd Battalion, 319th Regiment, 2nd Brigade, Abingdon, Va. and 2nd Lt. William S. Skerrett 1st Battalion, 320th Regiment ,3rd Brigade., Ft. Belvoir, Va.

Goldsmith says he maintains his level of physical readiness by running, doing pushups and situps, but cautions "I don't do it every single day, but I exercise as often as I can."

Prospective students for the course must achieve a minimum score of 260 on their Army Physical Fitness Test (APFT) before they can apply. Training is primarily in nutrition, anatomy and physiology. Upon graduation, soldiers are prepared to return to their units and setup and conduct physical training programs.

GAFEB — the Bundeswehr's answer to the U.S. Army's Expert Infantryman's Badge

Ft. Huachuca, Ariz — Joining 44 active component soldiers from the United States Army, four members of the All-USAR Pistol Team attempted to win the German Armed

The German Armed Forces Efficiency Badge

Forces Efficiency Badge or, GAFEB, during testing here earlier this year.

The four Reservists were the first non-AGR soldiers to enter the multiple soldier skill events used to measure and recognize soldier excellence in the German Army.

Maj. Philip Neil, USAR Pistol Mobile Training Team OIC, Maj. Paul Hansen, 1st Lt. Linda Libasci, and Sgt. Jon Eulette made up the team that saw the weather turn from warm and sunny to snow during the three day event.

As stipulated in the German Army regulation pertaining to requirements for award of the GAFEB, "The German Armed Forces Efficiency Badge certifies a soldier's special leadership and physical fitness efficiency." Before the soldier is allowed to participate in the GAFEB events, his or her commander must attest to the individual's general military efficiency, physical fitness efficiency, technical (MOS) and overall (military) proficiency.

In order to earn a badge, gold, silver, or bronze, depending on results of the discriminators built into the test, many requirements must be completed to a specified standard. For instance, to be successful, an entrant, between the ages of 18 and 29 would have to achieve the following standards during each of the three days of events:

During the first day:

— Engage silhouette targets at 25 meters with the M9 pistol. All targets must be hit. Gold — 3 targets, 5 hits with 5 rounds. Silver — 3 targets, 4 hits with 5 rounds. Bronze — 3 targets, 3 hits with 5 rounds.

— Each soldier must successfully perform seven common skill first aid tasks to pass.

— Male entrants must run five kilometers and the women, two kilometers in 23 minutes flat for the men and 12 minutes and five seconds for the women.

During the second day:

— Entrants will swim 200 meters within the minimum times established: four minutes for the men, four minutes 48 seconds for the women.

— Male entrants must lift 75 percent of their body weight while females must throw the four-kilogram (nearly nine-pound) shot-put 6.75 meters.

— Entrants had to achieve minimum standards in either the long jump or high jump (4.75 meters or 1.35 meters for the men and 3.50 meters or 1.10 meters for women.

— Males had to meet a 13.4-second time standard in the 100-meter dash and females had to attain 12.4 seconds in the 75-meter dash.

During the third day:

— Entrants must conduct a rucksack road march into the mountains (accomplished during snow at 4,700 feet above sea level). Every soldier carries a 22-pound rucksack and had to complete a 25-kilometer march, for men, and a 20-kilometer march, for women, within a minimum time of four hours each.

When the dust had settled, the snow wiped away, blisters treated and final results tabulated, 58 percent of the participants had passed the test, attaining gold, silver, or bronze badges. For the Army Reserve, Neil, Hansen and Libasci each had earned gold. Eulette, unfortunately, aggravated an old injury during the testing and had to withdraw. Seventy-five percent of those Army Reservists entered achieving gold is none too shabby for an attorney, a policeman, and a song writer, all of whom are first and foremost, Citizen Soldiers.

'Century Division' soldier named Army Reserve's Drill Sergeant of the Year

Ft. Monroe, Va. — The U.S. Army's top trainers, the 1991 Drill Sergeants of the Year, were announced in a military ceremony here in April.

SFC Robert T. Mullins, 100th Division (Training), Louisville, Ky., was selected as the Army Reserve Drill Sergeant of the Year.

The winners were among 35 of the Army's top drill sergeants competing for the prestigious award. Each candidate was required to take the Army Physical Fitness Test, give a hands-on demonstration of one of the common soldier tasks drill sergeants must teach during basic combat training, and sit before an interview board composed of senior command sergeants major.

For his showing, Mullins received a plaque, the Army Times' *Eugene P. Famiglietti Award* and a gold watch from the Association of the U.S. Army.

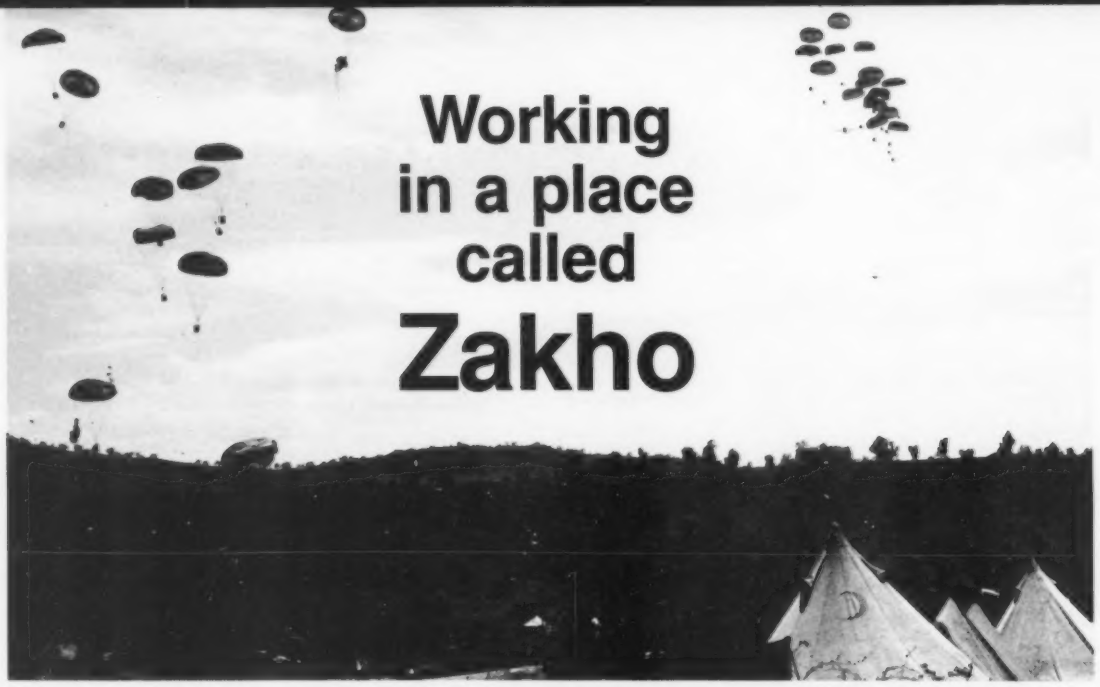
Mullins will return to his unit to act as advisor on initial entry training policy and reserve issues and will serve as point of contact between the commanding general of Training and Doctrine Command and drill sergeants in the field.

SFC Robert T. Mullins

SSgt. James E. Allen, 108th Training Division (Training), Charlotte, N.C. was named as USAR runner-up. Allen was awarded the Army Commendation Medal.

This year's competition featured representatives from 13 USAR training divisions.

Working in a place called Zakho



Coalition C-130 *Hercules* cargo aircraft airdrop supplies into one of the refugee camps along the Turkish-Iraqi border for which members of the 402nd Civil Affairs Co. had carried out the coordination.

(Photo by SSgt. Greg Delmel)

by Maj. John R. Randt

Zakho, Iraq — In recorded history, it has always been open prairie. When winter ends, the gentle, rolling land blossoms with spring wheat. It is vibrant, lush and green ringed on three sides by the mountains of the rugged Turkish-Iraqi border country.

This spring, though, it was different.

From the sky, the white rain covers of the tents appeared like mushroom pods, radiating outward in lines and circles. Under the covers are blue, family-sized, brand-named tents by the dozens — by the hundreds. It is the temporary refugee site at Zakho.

Eventually, the site will shelter 4,000 Kurdish refugees at a time and is the first of 20 projected similar communities built by a concerned family of nations. The goal here is assist an estimated 800,000 Kurds stranded in nearby mountains to get home, or at least, to begin the process of finding a new home.

The camp is temporary and is expected to be dismantled soon and all will be as before. The winter will end and a new crop of green spring wheat will sprout again over the unbroken prairie.

But for the Kurds, all that was still ahead. It remained a promise. For the time, the Zakho camp is a sanctuary for thousands of Kurds in the mountains. Ahead was the unyielding Turkish border and behind was Saddam Hussein's Army. The Kurds planned to face the mountain hardships until they felt truly safe in coming down.

Food was adequate at most of the camps, but the oncoming heat of late spring and early summer had begun to bring on thirst and dehydration as the snow line began to recede back up the mountains. The fast-flowing mountain streams were beginning to gradually dry up.

In the face of the onrushing summer, the American military was driving the action to complete this mission with strong support from the English, Germans, French and other coalition members. Many of the soldiers involved were called upon to offer near superhuman efforts.

continued on next page

Capt. Lawrence Knapp, 402nd Civil Affairs Co., Buffalo, N.Y. listens to Kurdish refugees' stories about their living conditions in northern Iraq. At right, the first Kurds to arrive at the site follow Knapp into the camp built by coalition forces outside the town of Zakho. (Photo by SSgt. Greg Delmel)

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SSgt. Dennis Kieltyka is a Chicago police officer and after 18 years with Chicago's finest, he's seen a great deal of life. On the prairie at Zakho, he saw even more.

"It's got to be done," insists Kieltyka, a member of the 308th Civil Affairs Co. of Homewood, Ill.

"I don't mind helping to do it."

He'd already done his part after being mobilized for Operation Desert Storm and serving 40 days in Kuwait City assisting the Kuwaiti's back on the road to normalcy. Scheduled to return to Illinois, Kieltyka and his unit were instead diverted to Northern Iraq for humanitarian relief work here.

"It's OK," he says, "After all, it saves lives."

Capt. Larry Knapp normally works in a Buffalo, N.Y. bank considering loan applications. Here is a Reservist with the 402nd Civil Affairs Co. and still making daily decisions . . . but these decisions affect thousands of Kurds stranded in the mountains. He is helping them to come out of the wilderness.

"Some of the effort requires a dawn-to-dusk approach to make a dent," noted Knapp.

"At other times, it just falls into place. I never know what [kind of equipment] to bring."

A 300-man work party are the first Kurds to be brought down into the valley by air. As they emerge from the arriving helicopters, there is joy on their faces. Some plunge into the billowing wheat while others pull clumps of the grass and hold it to their noses.

Knapp is the first American the Kurds see at Zakho, standing quietly amid the turmoil and noise of whirling helicopter blades and dancing Kurdish men.

He shakes hands with each man, solemnly looking into their eyes. Then, they walk up to the campsite together, through the waving wheat to the the Zakho camp.

Hospital prepared for U.S. casualties, treated Iraqi EPWs, civilians instead

by SSgt. Judy Bradford

Northern Saudi Arabia — Doctors and nurses with San Antonio's 400-bed 114th Hospital (Evacuation) fought a war different from the one they expected when they were called to active duty last winter.

When the ground campaign began early on the morning of February 25, the unit braced for hundreds of wounded soldiers. And they poured in — but from the Iraqi side.

"We were apprehensive in the beginning about treating the Iraqi EPW's, [Enemy Prisoners of War] because we didn't know if they'd be hostile or aggressive, or if they'd try to bring in weapons," said the unit's executive officer, Lt. Col. Hal Schade.

"But they were just so grateful to get good care they were no trouble at all. Many were literally starving."

The mass casualties which the unit has trained for years to care for never really came.

"We did have 12 severely injured all at once," Schade recalled, "and we were able to triage and stabilize them in one hour. But we had nothing that went on for hours and hours."

When the EPW mission began to wind down, another urgent need erupted — what was to become part of **Operation Provide Comfort** in southern Iraq. So the 114th packed up its mobile hospital and headed north. Before leaving the northern Saudi desert, they beefed up their staff.

One of the nurses who joined them was 1st Lt. Kathie Hagan, a Portland, Ore. nurse serving with the 45th Station Hospital, headquartered just across the Columbia River at Vancouver Barracks, Wash.

Hagan spent her days on Ward 10, caring for Iraqi refugees suffering from wounds of a war over which they had little control. One of her charges was a 14-year old boy. When she changed the dressings on the stumps that were all that was left of his legs, he smiled and talked to her. "Saddam," he said. Then "America . . ." and he made his hand into a mock airplane sailing through the sky.

"He wants to fly to America," Hagan explained to a visitor. "He thinks he can get prosthesis there, and walk again."

Schade said he is proud of the care his staff provided during **Operation Desert Storm**.

"Many of the doctors have seen wounds like this in Vietnam — we've got people with 40 and 50 years of medical experience in their unit and the quality of care is excellent."

Left a cripple by Iraqi Republican Guards, who shot his feet off, this 14-year old's life was saved by medics assigned to the 114th Evacuation Hospital, San Antonio, Texas. Here, 1st Lt. Kathie Hagan, a Portland, Ore. nurse helps change the boy's dressings. Hagan is normally assigned to the 45th Station Hospital at Vancouver Barracks, Wash., but volunteered to go with the 114th. The 45th, too, was eventually mobilized. (Photo by SSgt. Judy Bradford)

Lone air recon unit takes the long way home

by SFC Thomas E. Rusk

Orlando, Fla. — The Army Reserve's only squadron of the reconnaissance version of the twin-engined U-21 aircraft safely touched down on American soil in April.

The 138th Aviation Company, an airborne intelligence unit, normally operates the fixed-wing aircraft from the Orlando Airport and had just returned from duty in **Operation Desert Storm.** As a basic airframe the U-21 began to replace the venerable piston-engined U-8 in the early 1970s. Many saw service in Vietnam.

"It was quite a beautiful flight back, with some spectacular sights to see," attested CWO4 Ray Belcher, a pilot and full-time civilian supervisor with the unit. The planes lefty Riyadh, Saudi Arabia on March 30 after more than five months of flying reconnaissance missions in support of **Operations Desert Shield and Desert Storm.**

The first stop of the route home was Alexandria. Alexandria, Egypt, that is, where they refuelled and rested the night.

"At each stop . . . we refuelled and RON'd [remained overnight]," Belcher recalled.

"We had the capability of flying seven or eight hours with the use of auxiliary fuel tanks, but it was decided we would only be airborne about four or five hours each day so as not to push . . . too hard," he explained.

"After Alexandria, we flew to Sigonelli, Sicily. Then on to Malaga, Spain and then to Tenerife in the Canary Islands. Over the Canaries, we saw a volcano which had snow on one side of it," the veteran warrant recounted.

From there it was on to Dakar, Senegal, then to Abidjan, Ivory Coast, the Ascension Islands and finally landfall at Recife, Brazil.

"As you know, Brazil is a pretty big country, so it took us a couple of days to cross it," Belcher noted.

The odyssey continued on to Belem, Brazil, Trinidad in the West Indies and finally into San Juan, Puerto Rico where they spent their last night before heading for the mainland.

"Other than some mechanical problems with one of the planes in Puerto Rico, it was smooth sailing all the way and the view was nothing short of spectacular.

"We averaged about 186 knots at 10,000 for most of the trip. In all we covered about 12,000 miles from Saudi Arabia to Florida . . . considering the flight over in early November, we flew enough miles to go once around the world," Belcher concluded.

Four of the 138th Aviation Company's RU-21s perform a flyover for family and friends who had gathered to welcome the unit home after nearly six months of Persian Gulf duty.

(Photos by SFC Thomas E. Rusk)

CWO4 Ray Belcher, who flew reconnaissance missions in the Gulf, answers his children's "What did you do in the war, Daddy?" questions shortly after setting down in Orlando, Fla. **(Photo by SFC Thomas E. Rusk)**

Self-deploys with unit

Sheriff's officer trades uniforms to pull security duty in desert with unit

Orlando, Fla — On October 11, 1990 Carlos Acosta traded in his sheriff's department uniform for a set of desert BDU's as he prepared to ship out to Saudi Arabia with the 138th Aviation Company.

Acosta, a native of Puerto Rico and former New York resident has spent almost 20 years in the Army Reserve. He had just arrived home from two weeks duty in Panama last September when his unit was activated for **Operation Desert Storm.**

"It was difficult for my wife to understand why the Army would call me back up so soon," said Acosta. "But I told her when my country calls, I go."

Acosta, a military policeman with his unit, spent most of his five-month tour in Saudi in the northern part of the country about 40 miles from the Kuwaiti border. There he helped guard radio equipment at a base camp and was NCOIC of the security elements which carried the units heavy automatic weapons.

He retired from the New York Transit

continued on next page

For this aerial port unit, the operable word was

...HOME!

by SSgt. Greg Deimel

Dhahran, Saudi Arabia — Thousands of Desert Storm soldiers process through the Dhahran, Aerial Port of Embarkation, or APOE, on their way home to the United States or Europe. Members of the Army Reserve's 300th Transportation Company, Tacoma, Wash. were responsible for ensuring the homeward-bound soldiers made their "connecting flights".

The commander of the 300th Transportation Company, Maj. Shenna Barfield said, "We get all the people back to the states that are scheduled to go."

Departing soldiers arrived by bus with all their baggage and were greeted by air terminal movement control teams from the 300th. lst Lt. Michael Combs said troops process through "personnel to check ID cards and dogtags and cross reference the manifest."

Once soldiers pass through customs "They are kept in a secure area for the one-to two-hour wait for the plane. We have had 1200 people out here at on time waiting to be processed," said Combs.

Sgt. Brett Mayor, a student when back home in Washington, noted "We're [Dhahran] the busiest APOE in theatre."

Combs added, "In one 12-hour period we processed almost 2100 soldiers during VII Corps' big push to get soldiers back to Europe."

The nerve center of the 300th's operation is a white trailer along the flight line. On this day, Sgt. Rebecca Theilen occupies the "hot seat". The "hot seat" has a bird's eye view of plane arrivals and departures, and is "The person in-between who talks to everybody," said Thielen.

Members of the unit also managed the APOE at the Kuwait Airport and processed the first soldiers home from Kuwait.

"Kuwait was very exciting, two days after the cease-fire we were there," said Capt. Robin Milonas, a school teacher in Washington and executive officer for the 300th.

Army Reservists from other units in Washington state volunteered to join the 300th when mobilized. For Spec. Vickie Buzzini, "It was an opportunity to do my part. I didn't think my unit was going to be here."

Buzzini was originally a member of the 45th Station Hospital, which was later mobilized.

Sgt. Rebecca Thielen works the "hot seat" for the 300th Transportation Co., under the watchful eyes of SFC Perry Hunt. Both soldiers were serving in Saudi Arabia to help move troops back to home stations as fast as possible following *Operation Desert Storm*.

(Photo by SSgt. Greg Deimel)

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Authority in 1980 and moved to Kissimmee, Fla. where he joined the Osceola County Sheriff's Department in 1989 as a corrections officer.

How was the duty in the middle east?

"Not too bad really, it was just what you wanted to make it," Acosta asserted.

"The separation was tough on my wife who has some serious health problems, but the family support given by the 81st ARCOM in East Point, Ga. was a big help."

What was missed the most about home?

"Other than my wife, I guess the good old home cooked American food and some of the other little luxuries we take for granted would top the list," Acosta noted.

"The appreciation shown by the home folks has been fantastic, I really feel like a hero," but, the 50 year old sergeant insists "I was just doing my job."

After a two week trip to see family and friends in California, the Reservist put on his corrections officer uniform again and resumed his civilian career.

Sgt. Carlos C. Acosta, a Military Policeman assigned to the 138th Aviation Co. reboards an RU-21 to pick up more of his gear shortly after arriving back in Orlando, Fla. fresh from nearly six months of Desert Storm duty.

(Photo by SFC Thomas E. Rusk.)

TRAINING

Reservists come out on top in PSYOP exercise

by Maj. James F. Riley

Camp Roberts, Calif — OK, so California's been experiencing a severe drought. The ground is parched brown and cypress trees are dying.

So what happened the first day of **Exercise Harvest Body VI**? It rained. Great training weather!

In April, nine loudspeaker teams consisting of three soldiers each competed in the sixth annual Harvest Body loudspeaker competition here.

The event was conducted by members of the 14th Psychological Operations Battalion (DS) from Mountain View, Calif. Camp Roberts is a three-hour drive south of San Jose and is situated in the rolling hills of California's coastal range of mountains.

The hilly terrain provided quite a challenge to the participants who were carrying their assigned weapon, load bearing equipment (LBE), and a 55-pound ruck over the 8,500 meter course. The competition consisted of three main events: land navigation, Common Task Training (both written and hands-on), and a test of tactical psyops skills while operating in a low intensity conflict environment.

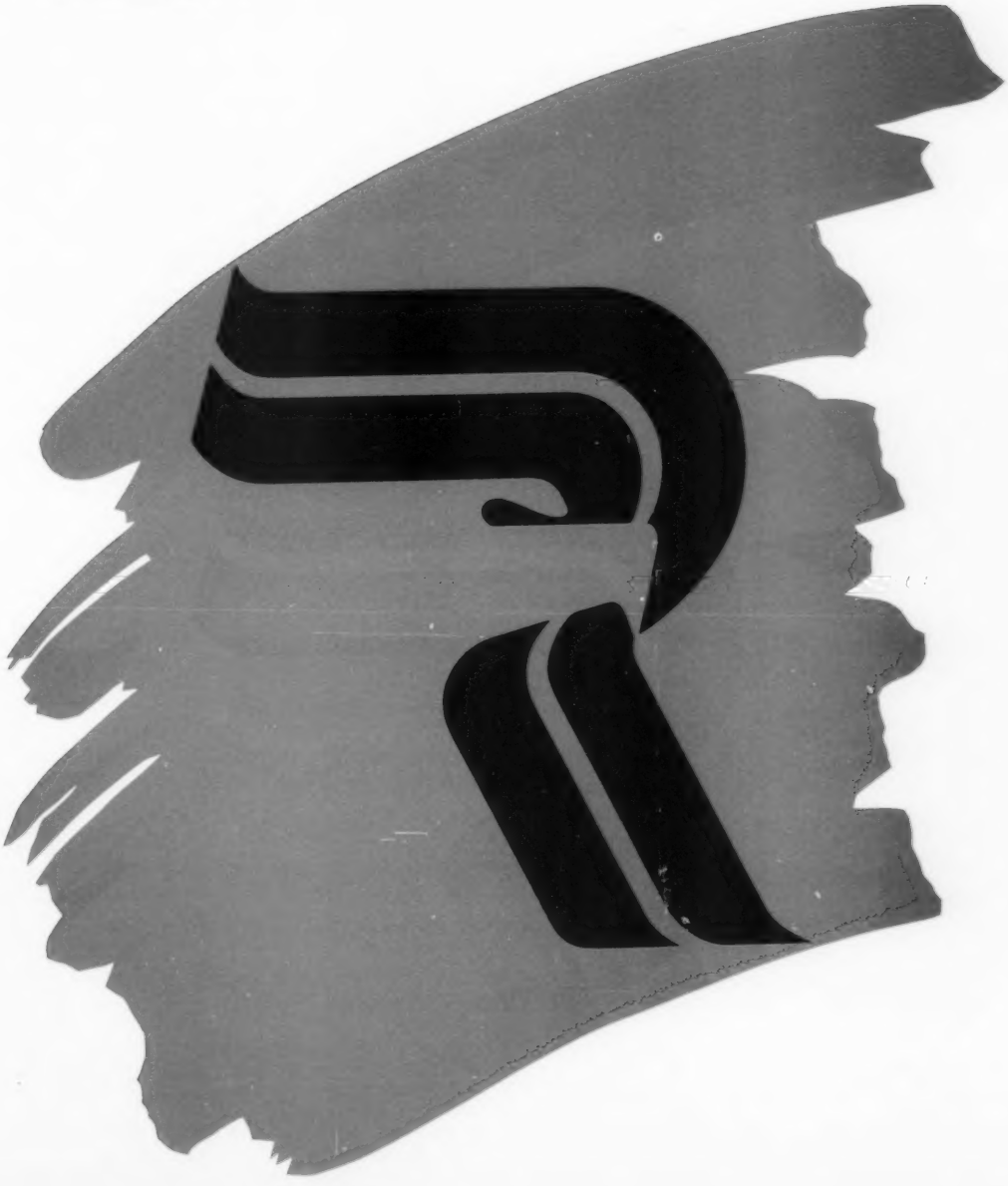
Members of the 4th PSYOP Co. team (lower left), hefting their man-packed speakers, are ready to go as they review their plan of attack one last time. Above, SSgt. Bennett L. Byington interrogates an 'enemy prisoner of war' captured in the 14-hour PSYOP exercise. Byington was top finisher and leadership award winner in the competition. (Photo by SFC Susan Larsen)

A "shotgun start" began the nine teams simultaneously in different portions of the competition at "oh-dark-thirty" on Saturday morning. The operations orders and fragmented orders gave the teams the scenario for the exercise and each station they encountered was related to the overall situation. Points were assessed for each team member's performance and those scores were radioed to the Exercise Control Center where a running tally was maintained.

When the last team came off the course some 14 hours later, the team standings were finally known. Once the cumulative point scores had been tallied, three teams were victorious. At the awards ceremony later that evening, Brig. Gen. Ronald Lowe, commander of the 351st Civil Affairs Command, headquartered at Mountain View, Calif., presented plaques to the top-scoring 4th PSYOP Co. team from Sacramento, Calif. Placing second was the 20th PSYOP Co. from Portland, Ore., and the third highest scoring team represented the 4th PSYOP Group from Ft. Bragg, N.C.

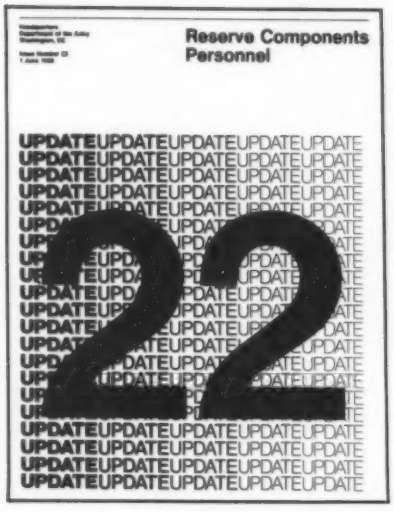
The tactical portion of the exercise consisted of several stations stretched out over a distance. Movement between each station was carried out tactically, with the teams tasked to recon a clandestine radio transmitter, clear and cross a booby-trapped bridge, render first aid to an individual, interrogate enemy prisoners of war and broadcast a crowd control message.

U.S. ARMY RESERVE PROMOTION GUIDE



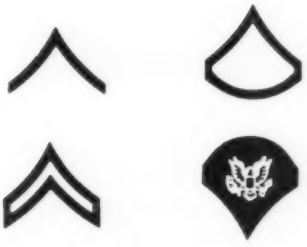
PROMOTION INFORMATION

The first person you should talk to about your promotion is your first line leader! Express your desire to be promoted. Ask what you need to do to get promoted. Keep in mind that in almost all cases, that leader cannot simply promote you. Promotion authority is generally reserved for higher level commanders. What your first line leader can do is explain how promotions are handled in your unit and help you to do the things it will take to be promoted.



The publication Reserve Components Personnel UPDATE is the official source of information on promotions. UPDATE is published about every nine months and contains all of the Army Regulations relating to enlisted (AR 140-158) and officer (AR 135-155) promotions. Criteria for promotion change over time so be sure that you have the current issue of UPDATE. The publication carries a large number (e.g. 22, 23, 24, etc.) printed on the front with the highest number indicating the most current edition.

ADVANCEMENT AND PROMOTION THROUGH SPECIALIST AND CORPORAL



Meet promotion eligibility criteria

All soldiers must meet certain promotion eligibility criteria before they can be advanced or promoted. These criteria include civilian and military education levels, "time-in-grade" and "time-in-service" requirements, and Military Occupational Specialty qualification requirements. The criteria vary by grade, and Army Regulation 140-158 provides for exceptions in some cases.

Non-promotable status

In addition to meeting promotion eligibility criteria, soldiers must be in a promotable status. Finding yourself in a non-promotable status can be caused by such things as exceeding the body fat standard, not meeting physical fitness standards, not meeting Army Regulation 140-111 reenlistment standards or by having certain military legal problems

PROMOTION TO SERGEANT AND STAFF SERGEANT

Meet eligibility criteria

Just like for promotion in the lower ranks, soldiers wanting to be promoted to sergeant and staff sergeant must first meet the eligibility criteria set out in Army Regulation 140-158. For NCOs, the NCO Education System places even more demanding requirements on soldiers seeking to be promoted.

Position vacancy

The biggest obstacle many soldiers face in promotion to the enlisted grades of sergeant through sergeant major is that there must be a position vacancy for that grade in their MOS. In some units this can be a real problem since position vacancies are rare. While the Army Reserve would like to promote all qualified soldiers, the reality is that senior positions are limited and not everyone will be promoted to sergeant major.

Reassignment

If no positions are available in your unit, you may be considered for positions in other units in the same geographical area. You will need to be qualified for promotion and be selected by the board that is geographically responsible for the other unit. Centralized promotion boards are handled differently in different parts of the country, due mostly to geographical considerations.

Reclassification

If no positions are available in your geographic area for your MOS, it may be possible to reclassify to another MOS for which there are promotable vacancies. Reclassification can be difficult, though. The action may require additional formal schooling (which may be hard to get) and can be time consuming. Army Regulation 611-201 outlines what it takes to become MOS-qualified in a different skill. DA Pamphlet 351-4 provides basic information on Army resident schooling.

Non-promotable status

As with all other promotions, you must be in a promotable status.

Recommendation for promotion

Promotions to sergeant through sergeant major don't just happen automatically – even if you meet all of the eligibility criteria and are in a promotable status. You must first be recommended by your commander and you must prepare a promotion packet which is forwarded to a promotion board. Packet preparation can take some time and it is very important that you make sure your records are up to date. You will need assistance from your unit administrator or Personnel Services NCO to prepare a promotion packet.

Transfer to the IRR

If no positions are available in your area in your MOS and you are unable to reclassify into another MOS you may transfer to the Individual Ready Reserve. Although there is a promotion waiting period and a requirement that you are an active participant in the IRR while assigned there, this can be another way to earn promotion. Promotion criteria for soldiers assigned to the IRR are explained in Chapter 5 of Army Regulation 140-158.

Selection by a promotion board

All promotions to Sergeant and above are as a direct result of selection by a promotion board. To be considered by a promotion board, you must submit a promotion packet and be recommended by your commander. Board procedures vary somewhat by geographical area but the purpose of all boards is to make sure all soldiers are considered in a fair and unbiased manner and to select the best qualified soldiers for promotion. It is important to note that selection means that you may be promoted not that you will be promoted.

SENIOR NCO PROMOTIONS

The Noncommissioned Officer Education System is a major factor in promotions to senior NCO positions. Army Regulation 140-158 defines the minimum requirements for promotion to each of these grades. Selection by a promotion board is also a necessary requirement for promotion to these grades. The major U.S. Army Reserve commands handle these boards differently based in large part on geographic and population considerations. Like promotions to sergeant and staff sergeant, senior NCO promotions are very severely restricted by the availability of a promotable vacancy. Quite simply, you can't get promoted if you don't have a vacancy. Transfer to the IRR for later promotion there is a possible alternative for some senior NCOs whose primary goal is promotion.

OFFICER PROMOTIONS

Except for promotion from second lieutenant to first lieutenant, and to the first warrant officer grade, all officer promotions are made as a direct result of selection board action. Like enlisted promotions, officers must meet certain criteria in order to be considered for promotion. In most cases officer selection boards are centralized and consideration by the board is based on "time-in-grade" and total commissioned service criteria. Provisions exist for unit vacancy promotions in exceptional cases. Army Regulation 135-155 is the source for information on all officer promotions.

Georgia signaleers have formula for family support

by Spec. Renee Francis-Williams and SFC Curtis Mauldin

East Point, Ga. — The 335th Signal Command's Family Action League stands ready to provide a vital service to the family members of the unit's soldiers.

As was highlighted during **Operation Desert Shield**, when Army Reserve units are activated, family support groups will provide a necessary link between the soldier's family members and the Army.

Groups can ease the burden of having an important family member leave home for an undetermined period and assist the remaining members in their transition to becoming a military family.

The 335th's family group was organized in 1987 and was one of the first established in the 81st ARCOM. Pam Shellman, wife of the unit's maintenance officer, Maj. Robert Shellman, was one of its earliest movers and shakers.

According to her, family members from other units have sought the advice of the group and it has become a model for other unit family organizations. Even spouses of active duty soldiers at U.S. Forces Command headquarters at nearby Ft. McPherson have come to the 335th's group for assistance.

Dedicated members

The Family Action League consists of a group of wives, daughters and mothers who are dedicated to their Reservist and the job he or she has chosen.

They donate time on a rotating schedule during the unit's monthly drill weekends to raise money for various projects they sponsor during the year.

Until this year, the only fund-raising activity was selling doughnuts and coffee on Saturday and Sunday mornings. One Saturday they sold 15-dozen doughnuts in a little more than an hour. This year they also began selling coupon books to be able to raise more money to pay for their projects. Their presence at drill has become very popular and they are missed when absent.

"The league is not just for officers' families," said Barbara Theisen, volunteer coordinator of the organization and wife of the 335th's chief of staff, Col. Robert C. Theisen. "It is for the unit, its soldiers and their families."

Scheduled events

The Family Action League sponsors two events each year for all of the soldiers, family members and friends. Each spring following the annual physical fitness test on the Saturday of the May drill, the group sponsors a picnic at Ft. Gillem in nearby Forest Park.

It's like any typical family outing with grilled hamburgers and hotdogs with all the trimmings. After a leisurely lunch the playing starts. While some moms and dads play horseshoes or just sit around and talk, the kids have an egg toss. Others play volleyball and some choose sides for a game of softball. When the day comes to and end, everyone has drawn a little closer and become better acquainted. In short, the 335th has become more of a family.

The most popular and largest of the events which the family group sponsors is the annual Christmas party. It is held in the assembly hall of the East Point Army Reserve Center on the Sunday of the unit's December drill.

Last year more than 350 people attended the luncheon party which strained the capacity of the large room. This year the group was expecting even more people for the dinner and made plans to accommodate an overflow crowd.

During the party everyone was serenaded by the chapel choir and joined in singing some traditional Christmas carols. Even Santa Claus made an appearance. Each of the Signal soldier's children received a gift from Santa who was portrayed by unit newcomer, 1st Lt. Roger J. McAlister.

"I love being Santa's helper," said Amy Bernath, who played Santa's elf. "I love military families because I'm a military brat myself." The elf supervised the children who came to the center while their parents attended briefings and had dependent identification cards made.

Invaluable briefings

The briefings, given by members of the unit described for the family members the various jobs performed by the 335th and its soldiers. They provided valuable information which the families would need should the soldiers be mobilized and have to leave home. That's when groups like the 335th's Family Action League become most important. They attempt to cushion the sudden blow of having a family member leave for what may be an extended and undetermined period of time.

Such groups can also serve as conduits to furnish the information family members will need to be able to take advantage of the various benefits and entitlements they will be eligible to receive and it provides a support group of individuals who have a common bond: a Reservist called away from home to serve the country.

With family support groups like the 335th's providing support to their families, the soldiers of the Army Reserve will be able to concentrate on their duties.

(Spec. Francis-Williams and SFC Mauldin are assigned to the Public Affairs Office of the 335th Signal Command headquartered in East Point, Ga.)

Members of the 335th Signal Bde. share in a Christmas Carol sing-along during the unit's Annual Family Day Luncheon last year.

North Central aviators find Alaska warmer than home

by Sgt. Gloria F. Burmeister

Ft. Snelling, Minn. — They left Minnesota to train in Alaska with long underwear, down-filled coats, parkas, wool socks and even socks with battery-powered heating elements attached.

Once they arrived, they were constantly warned to carry survival field packs anytime they left the base, whether by land or air. Alaska is not a place to be caught off guard by the region's fast-changing weather conditions, according to members of the local Air Cav regiment based on Ft. Wainwright, just outside Fairbanks, Alaska.

Still, the Minnesota Reservists were hard-pressed to find colder temperatures than the stiff wind they had fought at their departure airport in St. Paul.

While loading their helicopters aboard an Air Force C-5A that transported the helicopters, baggage and crews to Alaska, the severe wind chill conditions created sub-zero temperatures.

With those memories, the members of the 2nd Bn., 123rd Aviation Regt. and the 431st Aviation Intermediate Maintenance Company could not be convinced of the necessity to be too concerned about how low the Alaskan temperatures might go.

As luck would have it, daytime Alaskan temperatures while the unit's two-week AT ran between 40 to 60-degrees fahrenheit. Back in Minnesota and Wisconsin, their families toughed out the coldest weather of the entire winter.

The units arrived during the "breakup" — that time in Alaska when the arctic winter begins to loosen its grip on the tundra and lake and river ice begin to break apart. Several of the 123rd's pilots observed local runners in shorts and tank-tops in the early morning hours as the sun inched over the horizon.

Many crews commented to themselves on the contrast of bicycles still buried in several feet of snow while their vehicles drove through melt-off that threatened to come through the floorboards. It was possible to believe that Alaska had some 77-inches of the white stuff by the amount still remaining on the ground.

Days grow longer

By the end of March, the sun was adding ten to 12-minutes to each day. The northern lights were active and sunsets were lasting 45 minutes. Beyond these incidentals, the Reservists didn't have time to notice much more.

Each day began either with classes, briefings, maintenance checks or trying to catch some more sleep, depending upon what the individual's mission called for that day. Of the 37 participants, 15 were AH-1S Cobra pilots and 32 were suppot troops, whose skills as mechanics, administration avionics and aerial weapons ensured that the airframes could get into the air. They were pulled together from four of the 2/123rd's units and the 431st creating what was dubbed "Task Force 2/123." They were in Alaska to do something they had not been able to do before: train side-by-side with their higher headquarters in Cobras.

The pilots received several briefings — an introduction to the local flying area, what to do if this, what to do if that, safety procedures and other bits of information unique to the Alaskan flying environment. After receiving a set of maps for each aircraft, they set about doing what they do best — flying helicopters.

Lt. Col. Kenneth A. Soreson, commander of the 2nd Bn. said that the training was a deployment exercise to help the unit become combat ready. Aircrews honed their skills in masking and scrambling close to the ground as well as becoming familiar with the sophisticated and specialized capabilities of

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After a long, cold trip north from Minnesota, one of the Cobra gunships belonging to the unit is rolled gently down the front ramp of the Air Force Reserve C5A which brought it north. At left, CWO4 Arnie Linder and CWO2 Gregory L. Meyer (from the host 4th Bn. 9th Cavalry) make all due haste in their Cobra to a forward refuel/rearm point after a mission to prepare for the next call for fire from its scouts.

(Photos by Sgt. Gloria Burmeister)

the upgraded Cobras.

Several pilots had flown an earlier version of the aircraft during the Vietnam years. CW3 C. Jack Hauck, a member of A Company, 2/123rd, said the Cobras he flew in Vietnam did not have the sophistication of the "S" models he was flying in Alaska. Even the veteran pilots had the chance to get to know their equipment better.

Each day of training began with a bustle of frenzied activity at Hangar 2 on Wainwright Army Airfield. Formerly Lad Field, it had been the site early in World War II of the exchange of lend-lease fighter aircraft headed for the Soviet Union. It was here that Soviet ferry pilots picked up their U.S.-built aircraft for the long trip back into the Soviet Union.

Crew chiefs scrambled to guarantee that their helicopter was ready to go and then stood by for the scrutinizing eyes of their pilots. NCOICs worked on the maintenance paperwork for each of the Cobras, resolved unsolved details, located parts and decided whether a machine would fly or not.

After detailed pre-flight checks by the pilots, the birds left the airfield headed for the Forward Area Refuelling and Rearming Point, or FARRP. There, technical inspectors, armament technicians, ammunition handlers, safety personnel and pad chiefs took over. Their jobs can be "hurry up and wait" until the Cobras are on the ground, then it is a mad rush to arm and fuel the waiting aircraft. Tube-launched, Optically tracked, Wire guided (TOW) missiles, 2.75-inch rocket and M cannon rounds are hung and loaded on the Cobras as quickly as possible.

Armed and ready

Once the aircraft were launched, it was the FAR crew's turn to wait for them to return for reloading. Fresh ammunition was unpacked and prepped for loading, safety lines were dug into the surface with boot heels and a crude drainage system was established for a melt-off pond that caused many a wet foot. The second week's training linked up the Cobras with their faster-moving, tank killing, Air Force cousin the A-10. The exercise, known as a JAAT, for Joint Army/Air Force Training, helps the two weapons systems train to mount a coordinated anti-tank and anti-personnel offensive.

The task force received good grades for their Alaskan efforts and was labelled "one of the most effective forces" during the exercises and those who made the trip are now in a position to bring that training home to the other 300 members who did not take part.

No matter what, though, the aviators will be hard-pressed to believe that it gets colder in Alaska than back home. They arrived home in April wearing the long underwear, down-filled coats, parkas, and battery-powered socks. The temperature in St. Paul was 30-degrees colder than was the "frigid" north they had just departed.

(Sgt. Burmeister is assigned as a journalist with the 88th ARCOM at Ft. Snelling, Minn.)

2/123rd named USAR Aviation Unit of Year

St. Louis, Mo. — The 2nd Battalion (Attack Helicopter), 123rd Aviation Regiment, 6th Infantry Division (Light) based in St. Paul, Minn., has been cited by the Army Aviation Association of America as the outstanding U.S. Army Reserve Aviation Unit of the Year during its annual convention awards banquet here recently.

The award is presented annually to the Army Reserve aviation unit that has made an outstanding contribution to, or innovation in, the employment of Army aviation over and above the normal mission assigned to the unit during the award period.

According to the award, the battalion "demonstrated exceptional organizational and mission performance ability within the first twelve months following its activation. Firm leadership high aspirations, and most of all, desire to succeed, have been the cornerstones of the success of the unit," according to the citation.

The narrative goes on to note that "Despite shortfalls in equipment and skills, the unit has made significant strides toward improving its combat readiness. All major goals initially established for the unit, including a strategic air deployment to Alaska, culminating in a joint, live-fire exercise, were achieved while working under severe constraints and while maintaining an accident-free safety record." The planning and execution of strategic deployment capabilities in conjunction with live-fire battle drills, had never before been accomplished by a USAR attack helicopter battalion.

ROTC at 75

Reports of its untimely demise have been greatly exaggerated

Under the watchful eyes of XVIII Airborne Corps troopers at Ft. Bragg, ROTC senior cadets take the Army Physical Fitness Test during precommissioning training there.

Ft. Monroe, Va. — "I was attracted to a group within the ROTC called The Pershing Rifles. They were the ones who walked around with a blue and white cord on their shoulders, suggesting that they were taking ROTC a little more seriously than the average cadet. The Pershing Rifles seemed special and that appealed to me.

"So my second semester — not my first — I joined ROTC and immediately pledged The Pershing Rifles. For the next four years I threw all of my energy into ROTC and The Pershing Rifles. In hindsight, . . . that was not a bad career choice for me at that time."

Thus began the military career of General Colin Powell, the first Army ROTC-commissioned officer to be appointed Chairman of the Joint Chiefs of Staff.

". . .in hindsight, that was not a bad career choice. . .for me."

Multiply his commission by more than a half-million and you have the breadth of the Army's Reserve Officers' Training Corps — the largest commissioning program within the American military community.

Army ROTC, as it exists today, dates back to June 3, 1916 when then President Woodrow Wilson signed the National Defense Act. The Act consolidated the many diverse campus military training programs which had grown out of the Morrill Act of 1862, establishing military tactics as part of the curriculum of the Land Grant Colleges. The first ROTC-type program began even earlier, in 1819, at what is now Norwich University in Northfield, Vt.

The original intent of ROTC was to provide a pool of college graduates with military training to be called upon in time of national emergency. The program began modestly with 133 men commissioned through ROTC in 1920.

During the next twenty years, 100,000 men had earned commissions through ROTC, with women integrated into the program in 1972.

continued on next page

ROTC cadets have the opportunity to operate in "two worlds" while attending college and transfer military knowledge gained in their cadet training to their civilian academic pursuits.

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The first major test of this citizen-soldier concept came during World War II when the nation mobilized. ROTC commissionees were called to active duty and cadets on campuses were sent to Officer Candidate School to complete their military training. Except for classes at the freshman and sophomore level, ROTC was mothballed until after the war. ROTC provided thousands of officers for the active Army for both the Korean and Vietnam Wars.

After Korea, the concept shifted to sending a larger portion of commissionees to the active Army and the smaller part to the Army National Guard and the Army Reserve.

During the last decade, Army ROTC annually had commissioned some 70 percent of the Army's second lieutenants.

Likewise, ROTC has been providing more and more of the Army's senior leadership. Of the 13 senior Army generals in leadership positions during **Operation Desert Storm**, eight are ROTC products, having been commissioned through programs at schools as diverse as Prairie View A&M University, Penn State University, Kansas State University, Montana State University, and the Virginia Military Institute. General Gordon Sullivan, current Chief of Staff of the Army, is an ROTC alumni of Norwich University.

Army ROTC is currently offered on colleges and universities, large and small, public and private, in all 50 states, the District of Columbia, Puerto Rico, and Guam.

It is primarily a four-year program with cadets learning the fundamentals of officership both in the classroom and in the field. Each cadet must successfully complete a six-week Advanced Camp and earn a baccalaureate degree to qualify for an active duty assignment. Students who do not take ROTC their first two years school may enter the program as juniors, provided they successfully complete a six-week basic camp. Veterans of all services may receive placement credit for the basic courses and earn commissions during their last two years of college. They are known as "green-to-gold cadets".

Army ROTC has evolved during its 75 year history from a program of building a pool of standby officers to providing the bulk of junior officers for both the active Army and the reserve components. As the active Army grows smaller, the pendulum will swing back, with ROTC commissioning a larger portion of its cadets for service with a reserve component.

One aspect of Army ROTC has remained constant. The program has always provided the Army with a broadly diverse officer corps, from all academic backgrounds, of all races and ethnic groupings, with their sole common denominator being the desire to serve the Nation as citizen-soldiers.

Smoking allowed on this range

Ft. Dix, N.J. — Smoking may be prohibited in most areas of Fort Dix, but not on Range 86 and not for the 451st Chemical Battalion of the 78th Division (Tng).

The 451st is the first Army Reserve unit to receive the new M157 Smoke Generating System which is mounted in pairs on the back of a HMMWV.

The equipment was tested on a range about as far from the main post area as you can get without driving into the Atlantic Ocean. But then, this smoke system needed a lot of room. These units can completely blanket an area with a persistent, thick white smoke; not something you'd want to see drifting over the housing areas on post or across a county highway.

The new units provide ease of operation with a control panel inside the HMMWV, and have the capability to provide smoke while on the move.

The "keepers of the smoke" in the 451st say they are excited and motivated by the impressive performance of the new equipment. The new system will prove to be a great recruiting and retention tool in addition to offering state of the art combat support to the Total Army.

Classes in maintenance of the new gear were conducted at Equipment Concentration Site by the New Equipment Training Team from Aberdeen Proving Ground, near Baltimore.

With the arrival of 48 new units, costing approximately $47,000 each, the rest of the battalion's equipment inventory seems to have a brand new sheen to it, as well.

The volume of dense smoke from just a single unit is outstanding, so employing a battalion's-worth of them in a tactical situation should really be something to see, or nothing to see, if the wind is right.

Contractor providing Russian linguist training

Pedricktown, N.J. — No, the Russians aren't really invading the Pedricktown Army Reserve Center, home to the 550th Military Intelligence Battalion.

What's happening is the first Basic Language Acquisition Course to be offered in the First Army area through a contract awarded by U.S. Forces Command to a private concern.

The contractor will provide instruction in the Russian language to individual members of the 550th who are willing to make a one year commitment to the study of the language

Ten individuals expressed interest and began two weeks of initial training in August.

This intensive initial training will be followed by instruction one weekend per month and two more weeks of near-immersion training next August. The soldiers have also agreed to spend one additional weekend per month in uniform to achieve their goal since they will continue to attend the regularly schedule unit training assembly with their unit.

MSgt. Harry Boyer, the battalion operations sergeant, who is responsible for bringing this much-needed program to the 550th, stated that the company awarded the contract will hire local instructors who will be able to stay in close contact with the soldiers during their language training.

Exportable training packages available to units

Ft. Lee, Va. — The Army's Exportable Model Program was first started in 1981 to fill a void in the Army's reserve component combat service support training and to provide standardization in CSS training exercises.

Building on this program, the United States Army Combined Arms Support Command here is currently developing ten separate training packages for various types of units. Included among them are area support groups; corps support groups and support battalions (forward and rear); maintenance, petroleum supply, motor transport, ordnance and supply and services battalions.

The training packages for corps support commands (COSCOM) units are being developed in accordance with Field Manual 54-30, *Corps Support Groups*. These exportable packages are designed for use by the USAR training community and CSS units or active units which need to expand their training while reducing time spent in exercise development.

The packages will also provide standardization in logistics data and doctrine across CSS exercises. They contain all operation plans, orders, maps, references, and data necessary to conduct a 72-hour command post exercise at home station. The primary emphasis is on exercising group and battalion commanders and staffs in their areas of responsibility, while refining command and staff procedures, enhancing communication skills, and developing unit ARTEP/Mission Training Plan proficiency.

Fielding of the packages is expected during this fall and winter in paper copies and floppy disks. The packages may be obtained by calling Mr. Sherril Hiltz, logistics management specialist at DSN 687-2531 or 4862 or commercial at (804) 734-2531 or 4862, or by sending a written request to: Commander, USACASCOM, ATTN: ATCL-LTS, Ft. Lee, Va 23801-6000.

The day they called the IRR

IRR soldiers who were called back to active duty take time out at Ft. Lee during in-processing there for a little on-site R&R. (Photo by Spec. Emma Krouser)

St. Louis, Mo. — ARPERCEN went to war in January for the first time since its establishment in 1984.

The Army Reserve Personnel Center summoned reserve soldiers to go to war, in a series of call-ups beginning on January 20 after President Bush invoked his authority to call a partial mobilization of members of the National Guard and reserve forces (publicly termed a "call of Ready Reserve units and individuals") on January 18.

This authority allowed the Army to call members of the Individual Ready Reserve — one of ARPERCEN's major groups of customers — to duty involuntarily. Members of the Selected Reserve (unit members and Individual Mobilization Augmentees) had already faced involuntary calls beginning in late August of 1990.

Up to a million

The authority allowed the President to call up to a million members of the Ready Reserve for as long as two years. But, President Bush invoked just a part of the authority, calling Reservists to duty for a maximum of one year. Secretary of Defense Dick Cheney assured the public that the government had no intention of calling "anywhere near" the one million Reservists allowed under the law.

Orders for the first increment of 20,000 Army IRRs went out on January 20, via Western Union Mailgram with a reporting date of January 31. Another increment followed about a week later.

Midnight oil, which had been in vogue at ARPERCEN since the invasion of Kuwait in early August, began being burned in earnest.

On January 21 and 22, as the 20,000 IRR soldiers started receiving their orders, the telephone traffic on ARPERCEN's innovative, toll-free hotline, operational since late August, literally exploded.

Hotline heats up

The hotline, which had dealt with just 2,500 calls up until then, logged more than 17,000 calls in the next two weeks.

Among the early problems for the harried hotline crews was the fine-tuning of information concerning grounds for requests for exemption from or delay in reporting for active duty. Clarifications from both the Army's Office of the Deputy Chief of Staff for Personnel and the Office of the Chief, Army Reserve, helped settle things down.

Some IRR soldiers kept the lines humming as they reported transportation problems enroute to their mobilization stations. The glitch, caused by common carriers' lack of familiarity with military travel warrants, was resolved when DoD's Military Traffic Management Command answered questions from air, rail and bus operators about their use.

ARPERCEN was tasked to operate boards to consider requests from soldiers for delays in reporting for active duty. By the end of the war, the boards had processed some 662 delay requests. Meanwhile, ARPERCEN had the additional responsibility for operation of another board to consider requests from soldiers seeking exemption from active duty. Some 815 cases were considered by the exception board.

The success of the rapid activation of the IRR soldiers demanded that ARPERCEN provide accelerated action on requests for information. Literally tons of records for mobilized soldiers were quickly shipped to gaining commands world wide.

Media focus

The nation's news media quickly focused its interest on the IRR call-up, though the story was reported prominently only by CBS Television on the day the first IRR soldiers were due to report.

In the first two weeks of the mobilization, ARPERCEN's public affairs office handled more than 220 requests from newspapers, magazines and broadcast news outlets. The normal load roughly 850 annually.

Translating your military experience into 'civil-speak' a must if you are really going to make your move

by William G. Fitzpatrick

San Antonio, Texas — Convincing an employer to hire you isn't easy when your top skills include driving tanks, leading troops and hitting a target with an M-16 from 50 yards.

Following the military build-up in Saudi Arabia and the Persian Gulf and the pending "build-down" of U.S military forces for the next three to five years, many veterans are facing the challenge of selling those skills in the private sector. At least 300,000 service members will separate from all branches of the armed forces this year. Most will find jobs in the civilian world.

Initially, many transitioning veterans, some returning Desert Stormers and Reservists attempting to move between jobs, will make little initial headway because they do not know how to promote their relevant military job skills. This is particularly true among Reservists, who may not be aware of how to portray their military experience in terms a potential employer can appreciate.

Reservists attempting to move between jobs will make little initial headway because they don't know how to promote their pertinent military job skills

They use military jargon in their resumes and include endless details about military equipment, training, commendations and assignments. Employers who receive them may want to hire vets, but can't figure out where they belong within the corporation.

I was a prime example of a vet who was unsure of how to market himself effectively. My first resume was seven pages long and cited every assignment and task I'd performed in my 20-year military career. I was so proud of the finished product I was sure I would be hired right away.

After three months without a job offer, I showed the resume to a professional recruiter. He congratulated me on a terrific piece of work, then asked whether I was trying to find work or win a medal. He told me I'd written an autobiography not a resume.

One of the main problems many veterans confront when creating a resume is having a generalized background. An Army Reserve captain with eight years of service has served as a small unit leader and an action or staff officer. He or she can also claim field and headquarters assignments in human resources management, administration, finance and logistics.

Technicians follow the same path with staff and management responsibilities as well as "hands-on" equipment experience. Most long-term service members and Reservists also have held leadership and instructor roles.

How, then, do they convert their varied military background into marketable employment skills and develop a resume that will generate interviews?

The only way to overcome a varied, generalized background is to forget about most of it. Employers are interested only in skills and responsibilities that directly relate to an available opening. You won't be hired for what you can do, but for what you've done recently that relates to the hiring need.

"We're looking for specific qualifications and skills as they relate to a specific position," says Billy Jay, personnel manager for the Integrated Logistics Support Division of Westinghouse Corp. in Hunt Valley, Md.

Many veterans disqualify themselves for positions by chronicling every aspect of their professional military lives in their resumes,

continued on next page

New OCAR brochure can help with your Job hunt...

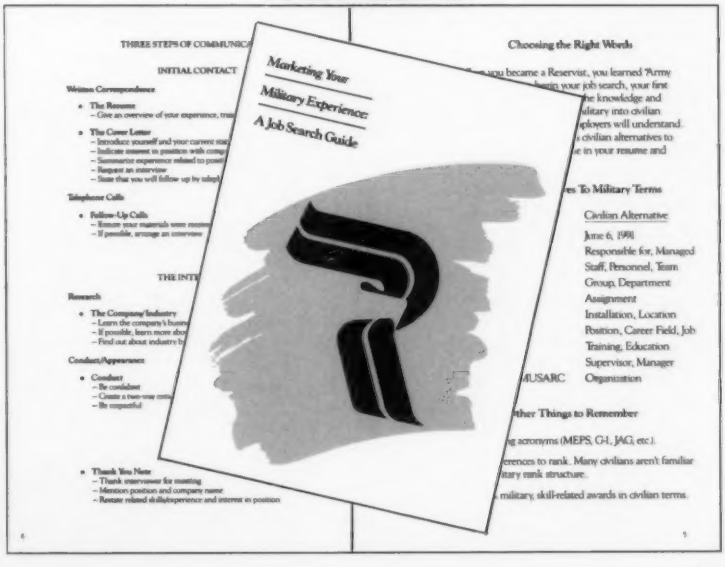
Washington, D.C. — Earlier this year, OCAR developed and fielded a new Retention Publicity Item, or RPI, aimed at helping Reservists market military experience they have gained in the civilian job market.

The brochure, ***Marketing Your Military Experience: A Job Search Guide*** should be available through MUSARC strength management offices.

The brochure can also be ordered through the RPI system as RPI #464 in packs of 25 each.

The 16-page booklet contains sample resumes, cover letters, the do's and don'ts of job hunting, the three-step communication process, a skills translation guide and a bibliography listing other resources to support your search.

The USAR Resume Kit



'Know-how' is key to marketing your reserve experience

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says Jay, a veteran.

An Air Force sergeant recently sent a resume that included a paragraph about his experience with sophisticated radar equipment and a half-page about his marksmanship training background.

Jay says, "When I'm looking for a technician, I'm not really interested in troop-leading positions or assignments as a leadership school instructor.

"I need to know how much hands-on time the candidate has on specific types of equipment."

Doug Evenson, personnel manager for Contel Federal Systems Inc. in Chantilly, Va., says veterans should try to determine the requirements for available positions before applying for them. Then they should tailor their resumes to meet those requirements.

For example, managerial candidates should indicate that they've managed assignments or groups similar to those at the company where they're applying, he says.

"I match a candidate's background and experience with the stated qualifications for the position," says Evenson.

"The other experience that veterans bring to our company has value, but to get an interview, they first must meet basic training and experience guidelines."

The key is to focus your resume on what you want to do. Then support your objective with relevant skills and experience. Don't say you're qualified for administrative, management and finance positions. Instead, prepare a resume showing your strengths in one of these fields, or write three separate resumes, each showing you're qualified in that field.

Research your chosen field to learn the qualifications employers are seeking. Read employment advertisements, trade journals, professional and industry publications. Visit the careers section of the local library. If you want to be a human resources professional, find out what a human resources professional does. Then review your military training and experience to determine what tasks or functions you've performed that are applicable to human resources.

Military terms for your experience may differ from the civilian world's, but many of the tasks and responsibilities are similar.

The accompanying box shows a resume prepared by an Army Reserve command sergeant major with a combined 20-year military career. He had extensive experience supervising and training soldiers. However, he prepared a generalized resume that didn't relate his background to the needs of civilian employers.

If this job seeker had done some research, he would have found that he was well-qualified for a human resources position. Many of his military assignments are directly related to tasks performed by human resources professionals. For example, he has extensive counseling and training experience. The accompanying box also shows a revised resume more relevant to civilian employers.

Employers will readily hire veterans who can prove they are qualified for specific positions. Determining a career path and the relevant requirements, however, is up to the veteran, not employers.

Don't make an employer struggle to understand what you can accomplish. Focus on a chosen field and tailor your resume to each available position. Use language and terms familiar to employers and eliminate extraneous experience in unrelated fields.

By making this effort, your resume will get you through the door for interviews instead of serving as a roadblock.

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Unfocused Military Experience vs. Focused Military Experience

OBJECTIVE: A position in management.

WORK EXPERIENCE: 1988-1990 U.S. Army Reserve, Steinkamp USAR Center, Pendleton, Ore. Command Sergeant Major. Senior Adviser to the Commander of the 814th Supply and Services Battalion on matters affecting the enlisted personnel of the unit. Regularly participated in staff functions, interpreted appropriate regulations and inspected training.

Specific experience included:

- Responsible for the health, welfare and morale of soldiers assigned to the unit and their families.
- Chaired soldier and NCO award boards.
- Insured qualified personnel were promoted in a timely manner.
- Conducted regular inspections and insured that proper training was being conducted.
- Reviewed efficiency reports for completeness.
- Counselled subordinate leaders and assigned key leadership positions.

1985-1988 First Sergeant, B Company, 814th S&S Battalion. Senior NCO in a 200-man company directing the administrative and training functions of the organization. Supervised the platoon sergeants in the performance of their duties. Interviewed and assigned new replacements.

1982-1985 Active Army Platoon Sergeant, Ft. Benning, Ga. Supervised, directed and trained 42 soldiers in combat tactics. Conducted inspections, performed counselling, recommended promotions and awards. Regularly participated in field training exercises and wrote various evaluations.

1971-1982 Various Active Army infantry assignments worldwide, including squad leader, drill sergeant and operations sergeant.

OBJECTIVE: A position in Human Resources Management or Employee Relations.

WORK EXPERIENCE:

HUMAN RESOURCES PROFESSIONAL, United States Army. 1970 to present. Positions of increasing scope and responsibility within the United States Army in a career spanning over 20 years, both in training and actual combat situations. Experience culminated in the position of special assistant to the CEO of a major U.S. Army Reserve support unit. Specific responsibilities for the human resources function of the organization.

Positions held include small unit manager, employee relations specialist, staff administrator and instructor.

Specific experience during the period included:

- Classified and assigned new members of the organization.
- Interviewed and counselled workers and managers extensively.
- Supervised management development initiatives and selected key individuals for advancement.
- Trained managers and monitored the effectiveness of employee appraisal systems.
- Ensured compliance with equal opportunity concepts and directives.
- Wrote various procedural manuals and reports.
- Developed and implemented effective incentive awards programs designed to increase productivity.
- Managed organizational skill reinforcement training programs and conducted training meetings.

Keeping track of your credit can be crucial

Washington, D.C. — As the result of experience with **Operation Desert Shield** and **Desert Storm**, all active and reserve soldiers and their families should pay more attention to their credit files in the future. This according to the National Center for Financial Education, a non-profit consumer group based in San Diego, Calif.

If your income was reduced due to involvement in **Operation Desert Storm**, or if a future military commitment should affect your ability to meet payments on debts and obligations in a timely manner, you should take certain steps immediately to defuse possible credit file difficulties later on.

The group also recommends that families stay away from the so called "credit doctors" to make corrections to credit bureau files. The NCFE indicates that persistent consumers can often take care of the same problems that credit repair firms may charge $300 to $500 to handle.

Don Walsh, a senior vice president for Equifax Credit Information Services, a major credit information provider based in Atlanta, Ga., advises that his firm wants to be able to show special circumstances, such as the possible invokation of the ***Soldiers' and Sailors' Relief Act*** due to a call to active duty and be able to communicate them to creditors by adding an active duty status notation to credit records.

Reservists or their spouses can have the special active duty identifier added to their file by writing Equifax Consumer Services, Department D-100, P.O. Box 4091, Atlanta, GA 30302. The correspondence should include a copy of military orders which indicate a "date of active duty", current home address, former home address, social security number and the name of the civilian employer.

Updating the files during any time of mobilization is just one step Reservists should take to protect their credit. Credit bureaus also advise contacting individual creditors and advising them of the change in status and urges Reservists to retain copies of military orders for future reference to transactions during the period of active duty.

The NFCE offers a self-help credit repair kit and other credit information. Details are available by writing NFCE, DIYG-MV, P.O. Box 34070, San Diego, CA 92163-4070.

Credit reports

how to get one; how to read one

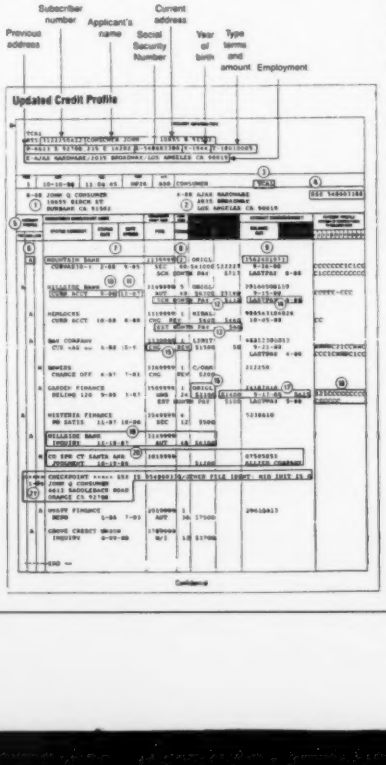
To obtain a copy of your credit file, check your local business telephone directory under "credit reporting agencies". The three major credit reporting entities are Equifax (which may be listed as CBI/Equifax), TRW and Trans Union.

However, there are many affiliated bureaus that may be listed as "Credit Bureau of (city's name)". If there are no credit reporting agencies listed, call a local bank and ask which bureau it uses and get an address or phone. Any of the bureaus can supply a copy of the credit file it has on you for a nominal fee. Fees vary by state but range from $8 to $16.

Contact the bureau nearest you, get their mailing address and confirm their charge for providing you a copy. Then, mail your request in a letter with your full name, address, former address (if you've lived less than two years at the current one), social security number, birth date and civilian employment, along with a check or money order to cover the cost.

If you are the spouse of a Reservist called to active duty and need to obtain a copy of that person's credit report, Equifax can help you, but you'll need to enclose an appropriate power of attorney along with your request.

If a company has denied you a benefit on the basis of your credit file, that company will provide you a letter identifying the name and address of the credit reporting agency which provided the report. In this case, you would be entitled to a free copy of your credit file.



1. Name and address as recorded on automated subscriber tapes, including date of most recent update.
2. Employment name and address as reported by a subscriber through an inquiry on the date shown.
3. A code designating the Credit Bureau office nearest the consumer's current address.
4. Consumer's social security number.
5. Three columns indicating positive, nonevaluated, and negative status comments.
6. A(Automated) and M(Instant Update or Manual Form) indicating the method by which the credit grantor reported information.
7. Name and number of reporting subscriber.
8. Association code describing the legal relationship to the account.
9. Account or docket number.
10. Status comment reflecting the payment condition of the account as of the status date.
11. Date the account was opened.
12. Scheduled monthly payment amount.
13. Estimated monthly payment amount.
14. Date last payment was made.
15. Type and terms of the account.
16. The original loan amount (ORIGL), credit limit (LIMIT), historical high balance (HIBAL), or original amount charged to loss (C/OAM), represented in dollar amounts.
17. Balance owed, balance date, and amount past due, if applicable.
18. The applicant's payment history during the past 24 months. The code reflects the status of the account for each month.

C	– Current
N	– Zero balance reported/current account
1	– 30 days past due
2	– 60 days past due
3	– 90 days past due
4	– 120 days past due
5	– 150 days past due
6	– 180 days past due
–(Dash)	– No history reported for that month.
Blank	– No history maintained; see status comment.

19. Inquiries indicate a request for the applicant's credit information – inquiring subscriber, date of inquiry, and type, terms and amount, if available.
20. Public Record: Court name, court code, docket number, type of public record, filing date, amount, and judgment creditor. This information may include bankruptcies, liens and/or judgments against the applicant.
21. Profile report messages alert the subscriber about a credit applicant's social security number, name, address, generation, or year of birth.

Retention

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"When you get to people of our rank," said an NCO in Minneapolis, "if anything's gonna chase them away, it's working and continuing to hit their head up against the wall, and never being able to improve things. That's what'll drive them away . . . before getting activated will."

Many participants expressed an increased pride in the Army Reserve as a result of the general public's new perceptions about the reserve during Desert Storm.

"About four or five times since this whole thing started, I've stopped at a gas station or a convenience store after a drill and I've had a lot of people say, 'Hey, good job'," said a Boston-based NCO. "They never realized how trained a lot of the reserve was."

As for potential retention problems, several groups were identified as likely to experience increased attrition. They include Reservists who are borderline or already considering leaving, those in the reserve only for the money and members drawn from very highly-paid vocations, for instance, the medical professions.

Although most mid-career NCOs and company-grade officers want to stay in the Army Reserve, a number voiced some concerns regarding mobilization and deployment.

Participating Army Reservists and the research group recommended actions that could be taken to maintain positive feelings of pride in the reserve, and to ease doubts arising from the mobilization and deployment.

Many Reservists said that greater emphasis should be placed upon Reservists' families in the future. They should be better educated about the role of the reserve, and local units should be better educated about materials needed to keep families up-to-date.

Respondents noted their feelings that the Army Reserve should be recognized for its willingness to serve and for a job well-done, not only by the general public but by the active Army. They also pointed out that banks and other financial institutions should receive clear explanations of the policies that they are required to adhere to under the newly-amended ***Soldiers & Sailors Relief Act***, since it appears that some were either unclear about their responsibilities or simply unwilling to comply.

"When it got serious . . . they gained a little respect for us"

Participants pointed out that discussion and other forms of communication at the local unit level may help retain Reservists who are unhappy because of the many diverse issues which surface as the result of a call-up. Things such as being prepared or volunteering to go to Desert Storm but not being selected; potential missed promotion opportunities for those not mobilized or deployed; short notice given for deployment and why mobilization plans in place were not followed.

Although the focus groups provided a forum for discussing problems arising out of mobilization and deployment, they mainly re-affirmed the commitment that mid-career NCOs and company grade officers have to the reserve.

"Through all the long hours that we work, we know there's a reason for it," said an NCO in Minneapolis expressing his satisfaction in belonging to the Army Reserve. "The deep down basic reason is because we're here to support the country, and the people of the country, and the President of the United States."

"I think Desert Storm changed the civilian image of us," said a Boston officer, reflecting other Reservists' pride in an improved image. "When it got serious, and they saw that the reserve was being used, they gained a little respect for us."

NCO corps fields unique professional publication

Ft. Bliss, Texas — NCOs, the backbone of the Army, now have their own professional publication in ***The NCO Journal.***

The quarterly magazine made its debut in April of this year and is produced at the Army Sergeant Major Academy here. Its charter is to serve as a forum for the exchange of ideas and information to support the training, education and development of the NCO corps.

Each issue is to focus on a theme and the premiere issue centered around **NCO leadership in Operation Desert Storm.**

"The Journal is supposed to be written by NCOs, for NCOs," according to MSgt. Gil High, the editor. He went on to note that the publication is not, nor is it intended to be, a command information product and while it is an official publication, he does not want to limit contributors to representing doctrine or even official Army of DoD positions on issues.

NCOs interested in contributing articles or photos may write to High at The NCO Journal, USASMA, Ft. Bliss, TX, 79918-1270 or call DSN 978-8550. The first issue also contained guidelines for submissions.

The publication is distributed to units through normal publication distribution, not to home addresses as is the case with **ARMY RESERVE Magazine**. Units should update their DA Form 12s if they wish to receive future issues for their NCOs.

The NCO Journal

Too late for details, but...

Washington, D.C. — All members of the Selected Reserve are now eligible for award of the National Defense Service Medal for service from August 2, 1990 to a date to be announced.

Previously, only those Reservists serving on active duty, other than for training, during periods for which active military service merited special recognition, were awarded medals.

In other late news, the Defense Finance and Accounting Service has begun auditing taxable wages of soldiers who served in Southwest Asia to adjust possible erroneous withholding levels. The knife can cut both ways, so affected Reservists should be aware of **both** the potential tax benefit **and** liability.

Finally, many Reservists may have been overpaid for Basic Allowance for Quarters (BAQ) as a result of active service duty during **Operation Desert Storm**. The Army will be looking to recoup those dollars. Look for more details in the next issue.

Still working

As a proud member of the 1205th Transportation Railway Service Unit, I want to thank you for using the article about our unit on page 19 of the first issue of 1991. It covered the history of the unit and tells about our mission at Military Ocean Terminal Sunny Point, N.C.

I know publishing deadlines must be met and I also understand that the article was written prior to January 1991. The purpose of this letter is to inform you, and your readers, that the 1205th was activated on January 15, 1991 in support of what was then Operation Desert Shield, which immediately became Operation Desert Storm.

As of late August, we are still on active duty at MOTSU performing the mission as stated in the article.

MSgt. James R. Brandt
Sunny Point, N.C.

Promotion pointers

After reading Spec. Merle Stethem's comments on the WESTAT Study in your Second Issue of 1991's Forum section, I feel compelled to offer my views.

I am the Reenlistment NCO/Career Counselor for my unit, the 45th Station Hospital at Vancouver Barracks, Wash., and I have been doing that job for the past ten years.

Promotion is not a reenlistment incentive. I agree that in the past, before centralized boards, it was sometimes used as such, but this is no longer the case.

The Army Reserve has gone to great lengths to upgrade the quality of the NCO corps via training and the NCO Education System. With centralized boards, only those who are well qualified will be promoted. This is as it should be. You simply cannot promote solely on the basis of the passage of time and expect to have a quality NCO corps.

Spec. Stethem has been in the system long enough to know that he has the primary responsibility to ensure his personnel file is current and that he is qualified for promotion. (See this month's insert, ed.) He can't blame the Army Reserve if he is not.

All enlisted soldiers in grades E6 and below are supposed to have an annual retention/career development interview with his or her first line leader. If this happened as it should, Spec. Stethem should know exactly what he needs to do to get promoted and also what the limitations in his particular MOS and unit are. If there are no E5 slots available, then promotion is, obviously, not possible.

I would also point out to Spec. Stethem that, after 26 years of combined active and reserve service, I have much more than just a stack of LESs to look back upon. I've had the honor of serving my country from Vietnam to the Persian Gulf and I take great pride in that service.

SFC Michael A. Rinell
Portland, Ore.

More on job rights

I would like to commend **ARMY RESERVE Magazine** on the informative and accurate article recently published regarding the Veterans' Reemployment Rights (VRR) Law. As the agency charged with enforcing that law the Department of Labor is pleased to see such timely information passed on to your readers. Such articles complement our own efforts to inform Reservists, employers and other interested parties about VRR matters.

I would also like to clear up some misconceptions that may have been generated by Lt. Col. Kestutis Eidukonis in his personal comments on the VRR law (second issue of 1991, page 30). In his comments, he described the difficulties he had with his employer over taking military leave for reserve duty training, which eventually resulted in his dismissal. Although he sued his employer and won, I will not comment on his specific case since he feels that litigation may not be over,

He made the statement that a Reservist's right to military leave is entirely dependent on an employer's good will. **This is not true!** There is no requirement for such a test in the VRR law. We recognize that recently there have been differing court decisions on this matter, with several courts supporting a "rule of reason" which considers the burden on employers [in having to let Reservists attend training]. The DoL, in a priority effort to clarify this situation, will shortly be arguing before the Supreme Court against judicially imposed reasonableness tests in the appeal of ***William King v. Saint Vincent's Hospital.*** In the meantime, the lower court rulings which reflect a reasonableness test are only valid in states covered by the Courts of Appeal which heard the cases.

I am concerned about Lt. Col. Eidukonis' characterization of initial DoL assistance to a Reservist as "jawboning". Before litigation, the DoL attempts to resolve cases through a mediation and conciliation process between employer and Reservist. This approach has proven highly successful in resolving conflicts and in keeping the Reservists on the job or in quickly regaining employment. For those situations not amicably resolved, the DoL fully investigates the Reservist's claim.

Likewise, his assertion that the DoL arbitrarily selects only certain merit cases for referral to the department of Justice is incorrect. All merit cases which cannot be resolved with the employer are recommended for litigation to the Department of Justice. Even cases the DoL finds to have no merit are forwarded to Justice for representation consideration, if the Reservist so requests.

His speculation about rates of cash offers from employers for settlement purposes is questionable. Monetary settlements vary widely from case to case and are usually related to the pay rate and length of time the employee suffers lost wages. The employee, if unemployed, is also under obligation to attempt to minimize such lost wages by trying to find comparable work. There certainly is no " . . . usual rate of $10,000," as Lt. Col. Eidukonis asserts.

I would also like to point out that the Reservist does not pay the DoL for mediation and conciliation, investigation and other services or Department of Justice legal representation. Under VRR law, these are provided at no cost to the Reservists. However, as Lt. Col. Eidukonis did, a Reservist has the right, at any time, to retain a private attorney. If the Reservist uses this option, he or she also assumes responsibility for paying the attorney's costs.

Our experience has shown that employers generally are highly supportive of the VRR law, and of the Reservists performing necessary military duty.

I encourage all Reservists to call us if they have questions on the VRR law, or a problem with their employer. Our toll-free information number is 1 (800) 442-2838.

Thomas E. Collins
Assistant Secretary of Labor for Veterans' Employment and Training
Washington, D.C.

Airborne longevity

I read with great interest the letter from Mrs. David Minichan in the second issue of 1989. In it, she related how her husband, Col. David P. Minichan Jr., was the oldest soldier ever to graduate from the Airborne School at Ft. Benning at the age of 58, surpassing the record of MSgt. Max Gee by three years.

I have another Airborne longevity record I would like to throw out for challenge and that is my own for the longest time period between jumps. I completed my last active Army jump on September 20, 1962 at Fryar Drop Zone, Ft. Benning. Incidentally, that was a month before the Cuban Missile Crisis. I am now a Reservist "IMA'd" to 1st Special Operations Command (ABN).

My next jump was October 14, 1987 on Sicily Drop Zone at Ft. Bragg with the 4th Psychological Operations Group. That's 25 years and 24 days between jumps. Can anyone claim a longer break between military "exit(s) from a plane(s) in flight?"

CW2 Douglas F. Soper
Bowie, Md.

About 'backfilling'

Webster's II does not have a definition for the word **backfiller.**

There are, listed under back, the following words: backfield, backcourt, backache, back-bencher, backboard, back-burner, back country, etc.

The word backfield means those players stationed behind the line of scrimmage. Backcourt is the playing area farthest from the target. Backache is discomfort in the region of the back, often due to overwork or exercise. Back bencher is one who is required, by status, to sit in the back. Backboard is a board placed under an object to provide support. Backbone is a main support or sustaining factor, such as the keel of a ship. Back-breaking is said of demanding physical exertion, back-burner is a position of low priority, back country is a sparsely populated area and backer, a supporter or loyal helper.

When you read those words, you see a little of "backfiller" in each of them. Sure, we were stationed behind the lines in New Jersey, Korea, Germany, Spain and on all the oceans. Yes, we were playing in the back court, not by choice — but by some planner's over-all design for victory.

Yes, we did get backaches, like the Air Force loaders working 12-hour days. And like the Marines in California being trained as reserves for those deployed to the Gulf. And like the Army nurse working a night shift in Korea — after taking the day shift for another nurse who had been deployed to Saudi. And we will, of course, stand in the back when the ribbons are given out and the TV crews come looking for "good"interviews.

Yes, we are the back-benchers. But remember — a backboard provides support, and a backbone is the main element that keeps us standing tall and strong: like the finance people at Randolph Air Force Base, or the AG people at Fort Dix, or the Navy medics in Oakland. They were the backbone of this operation.

Back-breaking is said to mean demanding. Try being an activated food service worker, or a security police officer, or a Coast Guard port security officer in Houston or New York City.

Back country is a sparsely populated, remote area. Well, talk to the Air Force medics who lived in tents in Spain, the soldiers away from their families at remote sites in Georgia, Texas and Mississippi, or the Navy men and women on ships in the North Atlantic in January. Yes, backfillers could be found in some lonely areas away from the Persian Gulf.

But the word which seems to be the root of backfiller is backer — a loyal helper. Sure, we missed our families, and our families missed us. Our kids cried for us, just as the children of soldiers in the Persian Gulf cried for their parents. Our family members had to ask if they could attend the many support groups for spouses, parents and children of troops stationed in the Gulf. And our employees had to fill in for us, and our law or medical practices and businesses went out the window.

Did anyone put out a yellow ribbon for the backfillers? I'm not sure.

Well, it's over now. States, corporations — and don't forget our politicians — are falling all over themselves to help and reward the returning Desert Storm troops.

Just remember, folks, when the drum sounds again, there is no definition in the dictionary for backfiller. The best definition is in the after-action reports that will reflect the vital role played by those of us in the back court.

Maj. Craig White
Glen Head, N.Y.

Websters II may not define backfiller, but Websters Dictionary of the English Language does. According to it, backfill is "stone, soil or other material used to fill excavations around completed foundations" for support. Nonetheless, the metaphor seems to work pretty well. Ed.

Judge

continued from page 8

a "tough assignment."

"It was the time when the societal upheaval had begun. I had no NCOs to assist me, and the Army still hadn't come to grips on what to do with women in trouble. We didn't put them in jail or the stockade. We left them in the WAC detachment area," says Ready.

At 35, Ready decided to leave active duty to pursue her law degree. She enrolled in the University of South Carolina, and soon thereafter joined the 120th Army Reserve Command as the Equal Opportunity Officer because it was the only position open. "Then they made me the Provost Marshal," laughs Ready. "I've never worn MP brass, but I was the provost marshal of the ARCOM."

After law school, Ready joined the 3391st U.S. Army Reserve Forces School in Jacksonville, eventually setting another precedent by becoming the first woman commandant of a reserve school.

Would she have changed anything along the way, done anything differently? "Don't think so," she smiles, "don't think so at all."

The Honorable Judge Ready is proud of her black robe, but she is proud, too, of the eagle on her collar, the Bronze Star on her chest and the combat patch on her right sleeve. When will she give up the uniform? Her blue eyes twinkle with energy.

"I don't really know. This judgeship takes up a lot of time . . . a lot of time." But as she pauses, the Army correspondence manual is conspicuously present on the corner of Her Honor's desk.

Air assault

I am an infantry specialist in the IRR and I look forward to the arrival of your magazine each quarter as it contains a plethora of information which could affect me. It also keeps me in touch with the military now that I am, in effect, a civilian.

Your recent coverage of the Persian Gulf has been interesting and informative. However, one article contains an error that jumped right out at me and should not have been missed by your editors. In his article, SSgt. Terry Snead refers to ". . . a former member of the 101st Airborne Division (Airmobile) . . ." The 101st had the parenthetical identifier "Airmobile" during the Vietnam War, but was redesignated the 101st Airborne Division (Air Assault) on October 4, 1974. It has been the free world's only **air assault** division ever since.

Several times during the Gulf War, I saw my old division being referred to as "airmobile". I can understand the civilian press making a mistake like that, but I would expect the military press to catch such an error. After all, the 101st is one of the more famous Army units and the term air assault is known Army-wide. **Air Assault, sir**!

Spec. Clifford T. Alligood
Portsmouth, Va.

Mea culpa! You would expect that our editors (ahem, me) would have caught this gaffe and your correction is exactly on target and appreciated. Having been a member of the 82nd Airborne Division, of course, had nothing to do with this slight. Airborne!

Stumbling over your roots

Ruschberg, Germany — During reconnaissance of a site to be used for an annual training exercise, **SFC Thomas A. Rusch** of the 7th ARCOM, stumbled on what he's been looking for every since he was assigned to Germany.

Rusch is the operations NCO for the only European-based Army Reserve Command headquartered in Heidelberg, West Germany.

While driving along a winding country road in the German state of Rhineland-Paltinate, Rusch came across a village called "Ruschberg", or Rusch's mountain.

A little investigation and a look into the town records revealed his family's roots in Ruschberg go back to about the 16th century.

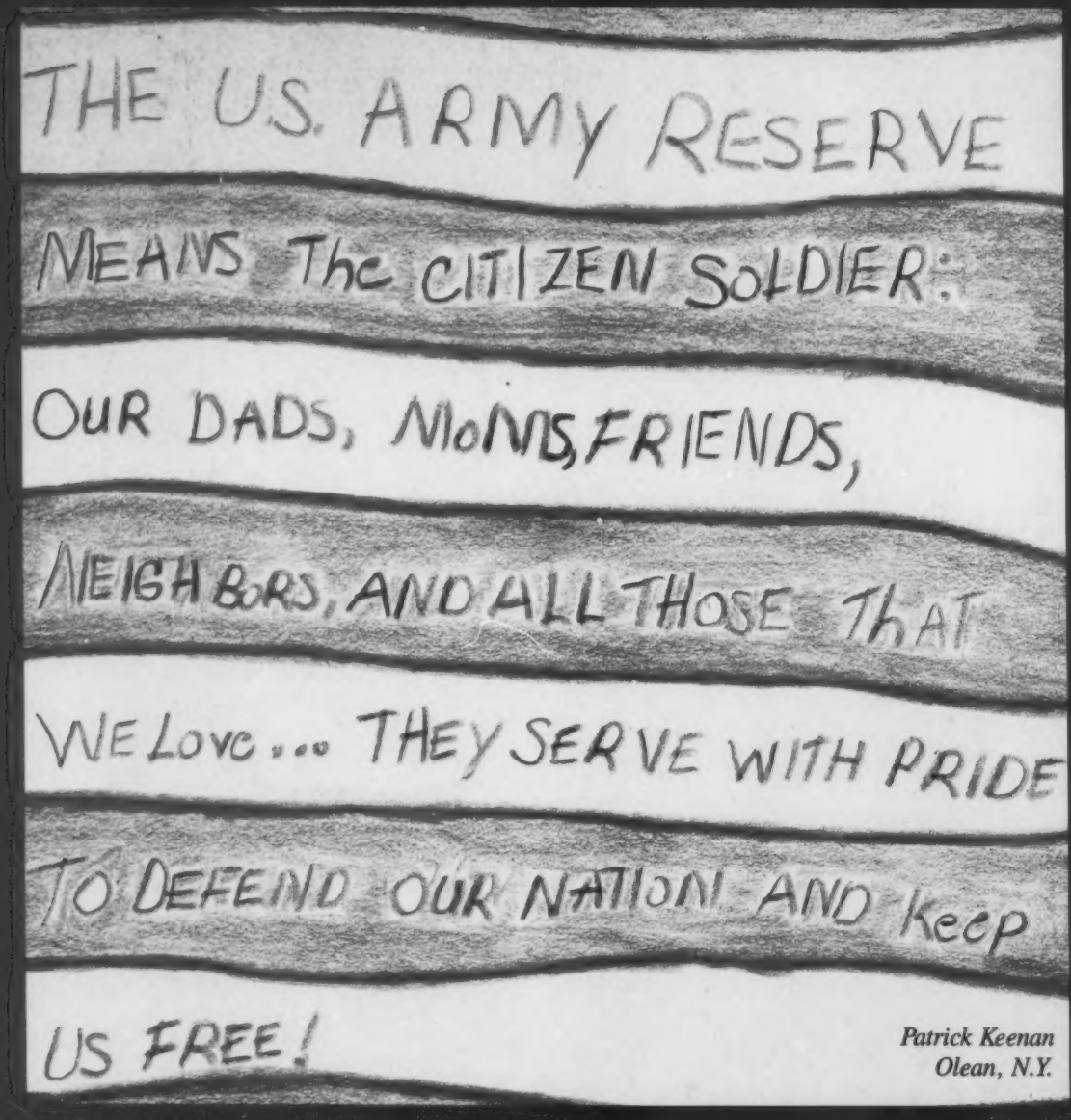
Rusch is a 17-year veteran of service with the Army Reserve.

Heads up, downrange!

Dust flies downrange as MSgt. Floyd A. Grubb, Company D, 3rd Bn., 85th Regt., Arlington Heights, Ill, test fires a mounted M-60 machine gun from atop a HMMWV. The firing was part of weapons' sustainment training carried out during this year's annual training for the 85th Division (TNG) at Ft. McCoy, Wisc. (Photo by SFC James P. Rogers)

What do you think kids think about the Army Reserve?

The eight-year-old winner of our poster contest can most likely fill you in. *(More details on page 3)*


THE U.S. ARMY RESERVE
MEANS The CITIZEN SOLDIER:
OUR DADS, MoMS, FRIENDS,
NEIGHBORS, AND ALL THOSE THAT
WE Love... THEY SERVE WITH PRIDE
TO DEFEND OUR NATION AND Keep
US FREE!

Patrick Keenan
Olean, N.Y.

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